Salesmanship and Business Efficiency

KNOX

To Prospective Salesmen

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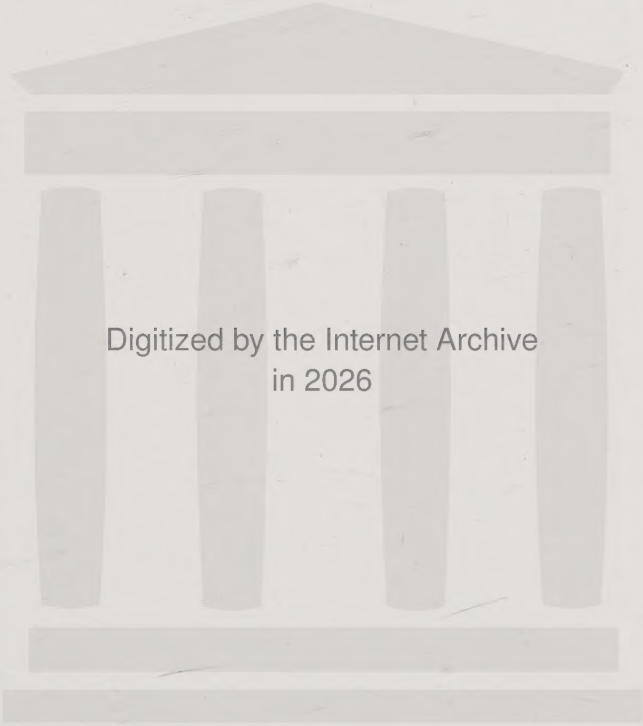
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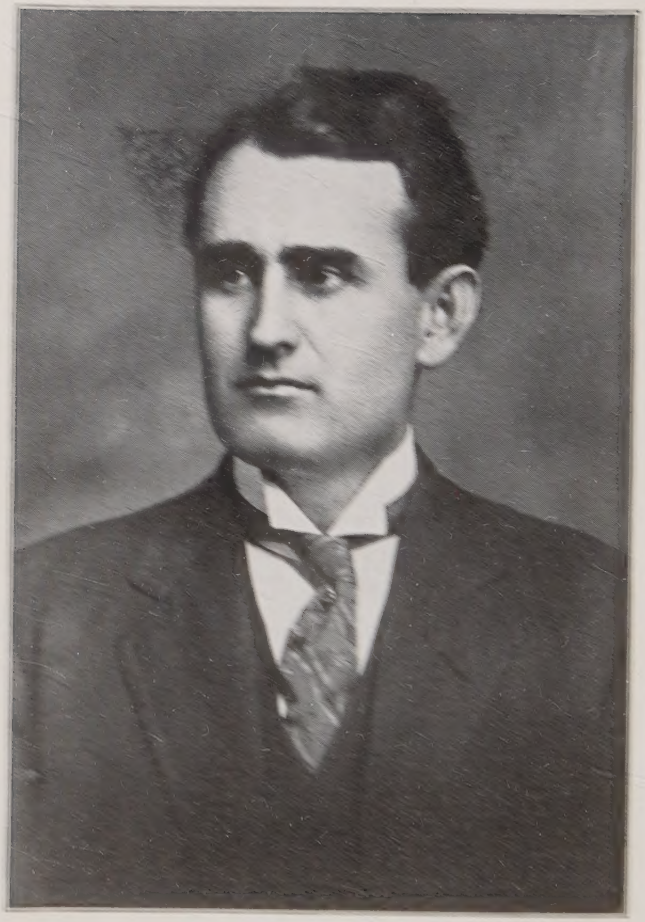

JAMES SAMUEL KNOX.

SALESMANSHIP *and* BUSINESS EFFICIENCY

By

JAMES SAMUEL KNOX

DES MOINES, IOWA

1913

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Contents

LESSON I.

Leadership 9

LESSON II.

Personality and How to Develop It 31

LESSON III.

Efficiency 61

LESSON IV.

The Value of Time 84

LESSON V.

Salesmanship Analysis 87

LESSON VI.

Mental Analysis 110

LESSON VII.

The Mental Law of Sale 119

LESSON VIII.

The Mental Law of Sale (continued) 160

LESSON IX.

Suggestion in Salesmanship 180

LESSON X.

Will Power 189

LESSON XI.

Human Nature 193

LESSON XII.
Salesmanship, Advertising and Oratory *201*
LESSON XIII.
Analyzing a Retail Business *206*
LESSON XIV.
National Cash Register Selling Methods *212*

Introduction

HREE MONTHS after the first edition of this book came from the press it was used as a Text Book in more Colleges than all other books on the subject. It has aroused international enthusiasm because it actually shows an individual how to develop his personality and how to study human nature. It teaches the Philosophy of Leadership, as well as Mental and Business Efficiency, and the Science and Art of Salesmanship. *A prominent Educator has said that "The average study is outside of the life of the individual, but this study reaches down to the very depths of his life, reveals himself to himself, arouses him and inspires him, and for that reason it revolutionizes his life." This book teaches the fundamental principles of Man-building and Human Leadership.*

¶ Over two hundred years ago Pope said the proper study of mankind was man. The educational world has paid little attention to his advice. The *reason the average man hasn't confidence in himself is because he is not acquainted with himself.* The heart-rending cry that goes up from millions of young people today as never before, is for more self-knowledge. *Bishop Bristol says, "Man is the great universal puzzle to himself."*

¶ "Every man possesses within himself a continent of undiscovered possibilities, a marvelous power that tells him he is capable of infinite development." This book reveals to the man the continent of possibilities and shows him how to develop them.

¶ The following is from a Business College student, a young woman, who is a Normal graduate and the holder of a Life Certificate: *"I have derived more personal benefit from the work in Business Efficiency and Salesmanship, than from any other study I have ever taken up. The chapter on 'Leadership and Character Building' has fortified my ambition to become a leader in whatever I undertake to do, but the chapter on 'Personality and How to Develop It,' is the one that is making me realize how much I have to do to develop the many positive qualities necessary to success."* Another Business College student, a young man, says: "It has been a revelation to me, and I see myself and the business world in a new light. I have applied many of the things learned from the study to my daily work, and have been greatly benefited."

¶ Letters from Educators and Business men are equally as strong. *A prominent Southern Educator says: "Your chapter on Efficiency is worth the price of the book to every young man, to say nothing of the others which are equally as strong."* Another prominent Business College President says, "The book is a gold mine to my students."

¶ *The State manager of a concern that employs over four hundred salesmen says:* "I sent a copy of this book to the majority of our salesmen, and also sent a copy to several of my friends. *I consider it one of the best, if not the best book it has ever been my privilege to read." Governor W. N. Ferris, of Michigan, who is nationally known as an Educator, says, "The Business world owes you a debt of gratitude."*

¶ *We have learned that to violate part of the laws of business means partial failure and to violate all the laws means complete failure. We have also learned that*

to observe part of the laws of business means partial success and to observe all the laws means complete success. We know that no man on earth observes all the laws of business, all the laws of Salesmanship, and all the laws relating to his highest individual development. *The aim of this book is to help him reach as near Maximum Efficiency as possible.*

¶ *It has been somewhat of a revelation to the business and educational world to learn that the Philosophy of Salesmanship is the Philosophy of Leadership and that the Philosophy of Leadership is the Philosophy of Success, and that the Philosophy of Leadership always consists in keeping the man you wish to influence on the defensive.* I want you to pay particular attention to this. You will find it discussed in Lesson Seven. One great aim of this book is to make men and women leaders, and the world is desperately in need of leaders at the present time.

¶ I want to call your attention to one thing more in this introduction, and that is in regard to thinking. The average man is a failure because he does not know how to think. The Bible says, "As he thinketh in his heart, so is he." That is a great scientific truth. What is the secret of man's ability to think? It lies in his ability to analyze. *The man who cannot analyze cannot think, and the man who cannot think cannot succeed either as a Lawyer, Doctor, Preacher, Teacher, Salesman or Business man.*

¶ *This book will help to make you a leader because it will make you an analytical thinker, it will teach you how to develop a dominating personality; it will teach you how to develop personal magnetism; it will develop within you the ability to influence; it will teach you how to lead and control thought and action;*

it will teach you how to persuade people to think as you think, feel as you feel and act as you would have them act.

¶ Some time ago Baden-Powell, the famous English General, after a tour of the United States, in an article for an English Magazine, said the predominating characteristic of American life was carelessness, and that this was due to a lack of character training in our schools. Dun and Bradstreet's commercial reports verify General Baden-Powell's statement when they state that sixty per cent of our business failures are due to carelessness. This book is doing a great deal, both in school and out, to develop character and eliminate carelessness.

¶ *Character is the basis of success in business of every kind.*

¶ *Character in combination with brains correctly trained, is the highest priced, best paid rental product in the world.* Salesmanship is grounded upon character and no matter what your position in life, you will succeed in proportion to your knowledge of the principles of Salesmanship and their correct application. *Whether you are a Bookkeeper, Stenographer, Doctor, Lawyer, Preacher, or candidate for the Presidency of the United States, you must know how to successfully sell your services or pay a big financial penalty.*

¶ *It has been discovered by the Colleges of the Country that use this book as a text book that it increases the Mental Efficiency of the student up to twenty per cent. as a result of the development of the following qualities: Health, Honesty, Tact, Open Mindedness, Knowledge of Business, Courage, Initiative, Enthusiasm, Industry, Purpose, Observation, Concentration, System and Inspiration.*

J. S. KNOX.

LESSON I.

Leadership

THE last ten years have seen tremendous business changes in this country. The next ten years will see a business revolution. Ten years ago there was no such thing as a Science of Business, a Science of Salesmanship or a Science of Advertising. To-day these Sciences are recognized everywhere. The student of the present and the future must be trained to meet the new condition. This new condition has been brought about by applying psychology to the problems of Business, Salesmanship and Advertising; it has been brought about as a result of intense competition and the insistent demand for greater individual efficiency. In the past, business and selling were conducted by guess; to-day we must know the reason why. To know the reason why is to enormously increase individual efficiency. Efficiency is the watchword of to-day.

¶ The problem of efficiency to-day is the problem of getting the maximum of results with the minimum of effort. Our problem then, to begin with, is to find out how to so train the human mind as to attain this maximum of efficiency. To do it we must analyze the causes of failure as well as the causes of success. To-day the average man is a failure when he ought to be a success. We must discover the reason and remedy it.

¶ The late Professor James of Harvard, after years of investigation, came to the conclusion that the average man was only using one-tenth of his brain power. To think that nine-tenths of the average man's brain is a desert waste, is enough to arouse the slumbering power which is lying like a sleeping giant only waiting to be awakened.

¶ The great American desert is not located in Idaho, Arizona or New Mexico. It is located under the hat of the average man. The great American desert is not a physical but a mental desert. One of the aims of this book is to irrigate this mental desert waste with the waters of a practical and progressive education which will enable it to blossom into a rich, luxuriant harvest.

¶ The average man to-day may well be called a failure because he earns little. Eighty-five per cent. of the men of this country earn $15.00 a week or less. Only seven and a half per cent. earn between $1,800.00 and $3,000 a year. The question arises; *why do they not earn more?* The answer is simple. They do not know how to *think.* They have never learned how to use their minds to anything like a *maximum* of their possibilities.

¶ Never in the history of the world has there been such a famine of high priced men as exists at the present time. Hugh Chalmers, President of the Chalmers Motor Company, the man who was a stenographer in the National Cash Register factory at the age of fourteen and Vice-President and General Manager of the company at twenty-eight, at a salary of $50,000.00 a year, says: "Five great M's go to make up the problem of every business man in this country to-day. They are money, materials, machinery, markets and men—and the biggest figure in the problem is men. Really valuable men, high-priced men, are the hardest things to

get of all the things we manufacturers need. Men in the mass are the cheapest things in the market. There are too many $1,000.00 men and too few who are worth $10,000.00 a year."

¶ Why does this condition of affairs exist now? It exists for just four reasons. Here they are—viz.: *Failure to think right, failure to talk right, failure to write right, and failure to understand human nature.* The next quarter of a century will demand that a man receive such mental equipment that he will become an analytical thinker, that he will learn how to think from cause to effect; it will demand that a man learn how to express himself intelligently, fluently and vigorously; it will demand that a man know how to write a business getting letter, circular and advertisement, and it will demand that a man know the point of view of the man he does business with. In order that we may accomplish this end we must analyze the mind and find out *why* we fail and *why* we *succeed. The main reason why* the average man fails to-day is because he has never learned how to think analytically, consequently he guesses.

¶ We have discovered that there are really just four things we do in life. *We think, we remember, we imagine and we act.* To accomplish these four things *efficiently,* spells success.

¶ The average man thinks but very little and when he does think the chances are about ninety per cent. in favor of his thinking wrong. He must learn to think right rather than wrong, and to do that he must develop a discriminating judgment. I knew a retail merchant in a town of four hundred who bought twenty-nine hundred pounds of raisins. He did this because he thought wrong. His judgment was not developed

He put twenty-seven hundred pounds of them down cellar and they spoiled. At another time he bought enough window curtains to last the community five years. Again he thought wrong because his judgment was not developed. At another time he refused to buy store fixtures which his business demanded. He thought to his disadvantage again because his judgment was at fault. His judgment worked against his own best interests, both when he was buying and when he refused to buy.

¶ I know a very able young man who was highly recommended and who was about to accept a very responsible position. On his way to the office where he expected to get the position, he thought, but he thought wrong. His judgment had not been carefully trained. He went in and met his prospective employer. His looks and recommendations were of the best, but his prospective employer got a whiff of his breath and said: "I cannot employ you." The young man said: "Aren't my recommendations good?" He was told they were, but he was also told that he had just visited a saloon and taken a drink of whiskey. He was told that under no circumstances would a drinking man be hired for that position. The whole destiny of this young man was no doubt determined by that one drink. He thought, but he paid a big price for thinking wrong.

¶ One day a retail house received a telephone call from an angry customer. The customer said he had given the salesman an order for twelve dollars' worth of goods to be delivered at once, but a week had passed and he had not received the goods, in spite of the fact that he was promised delivery the same day. The house immediately discovered that the order had never been sent in. The salesman was called up over the tele-

phone. He admitted he had the order in his pocket and had spent the $12.00 but expected to make it good in a day or two. He lost his position. He paid an awful price for thinking wrong and using poor judgment. The head of the concern told him he would have been glad to loan him the money he needed.

¶ A big concern sent a letter to four thousand retail merchants who were worth from $10,000.00 to $40,000.00 each. In that letter the merchant was asked to solve a simple problem. Here is the problem: "Suppose you bought an article for one dollar and your cost of handling that article was twenty-two per cent., how much would you have to sell the article for in order to make a net profit of ten per cent.?" Just twenty-two per cent. of the replies were right. The average business man doesn't know enough about bookkeeping and arithmetic to enable him to think right. An authority states that, "Only about ten per cent. of retailers rated at $5,000.00 or less know how to figure percentages of profit."

¶ I could give you an unlimited number of illustrations of wrong thinking and untrained judgment, but these will do. Failure and crime are due to wrong thinking and poor judgment. "Sin is misdirected energy."

¶ We must learn to think right first and when we think right, that in itself will go a long way toward developing a good memory.

¶ An idea which is not clear to us will not be remembered. The subjective mind always retains an impression once it is photographed upon the negative sensitized plate of that mind. To have a good memory you must pay attention to every new idea, name or face; you must concentrate your mind upon it and then associate the new idea, name or face with something similar you are familiar with.

¶ When you get a new idea and try to think of that as a *new* idea and separate fact, you must concentrate your mind very strongly upon it, but even then you are likely to absolutely forget it, temporarily anyway, unless you associate it with something you are already familiar with. Take this definition of Salesmanship for illustration. *"Salesmanship is the manner, method and art of most economically effecting the exchange of an article for money, to the equal and permanent satisfaction of buyer and seller."* If you try to think of this definition as a whole, you may forget it, but if you associate it with the idea of mutual benefit which is the central idea of the definition, you will have no trouble in remembering the substance, at least, of the definition.

¶ A man stopped me on the street one day and told me to send a book to a friend of his. The name he gave me was familiar so I did not need to make note of it. But I asked him what the initials were, with the idea of writing them down. He said the initials were R. A. I realized at once that I would have no trouble in remembering them because I have a brother with the same initials. I met another man whose name was Peculia. I immediately associated his name and face with the word peculiar. I said to myself, "Here is a man with a peculiar name and peculiar face. In other words, he is a peculiar man." I concentrated my mind upon his face until I got a complete image of it. Then I had no trouble with either name or face.

¶ A friend of mine went into a strange tailor shop in Chicago and ordered a suit. The man who made the sale was a very agreeable and attentive little man. My friend got his suit and left the city. Three years later he was in Chicago and decided to get another suit at the same place. He went in and was met at the door by the same man who sold him the suit

three years before. With a smile the tailor walked up to my friend and said: "Why, how do you do, Mr. Jones? I am very glad to see you." My friend said, "How is it possible for you to pick my face out of the thousands who have been in here since I was here three years ago, and how is it possible for you to remember my name and associate it with my face?" The tailor said: "That is a very important part of my business." It was, and it will be a very important part of the business of the future for a man not only to remember names and faces, but facts as they relate to every phase of his business.

¶ To develop a good memory is to overcome indifference, carelessness and laxity and to develop to a large degree the qualities of attention, concentration, alertness and observation. It means a big mental asset.

¶ We next come to the development of the imagination. Imagination is the inventive, creative, image-making power of the individual. The young man who cannot look into the future and create for himself a position of importance will not be likely to ever have such a position. The young man who can see himself, ten or fifteen years hence, the manager of a great concern with elegant offices finished in oak or mahogany, with beautiful furniture and elegant rugs, with a lot of clerks and stenographers under him, will some day create just such a position for himself. This is a creative idea, a tremendous spur to the ambition, a goal to be reached; such an inspiration thrills its owner and develops within him the conquering spirit. It grips him, it arouses him, it transforms him, it makes a new man out of him. Such a man with such a mission pays no attention to obstacles, except to use them as stepping stones to help him reach his goal, which is always in sight.

¶ Here is a simple contrast of the non-use and use of imagination in Salesmanship. It was Saturday afternoon and two boot-blacks were out shining shoes, the one on the left side of the street and the other on the right. The one on the left side of the street used just five words in selling his shoe shine. He said: "Get your shoes shined here." The one on the right side of the street used just five words. He said: "Get your Sunday shine here." But what a difference in the results! The first boy thought only of shoes that might or might not need to be shined. His appeal was made only to men's feet. But to-day we must appeal to the brain in order to get results. The second boy appealed to the imagination, rather than to the man's shoes. "Get your Sunday shine here." What train of thought did that start in the mind of the busy business man as he was hurrying by? This is the train of thought it suggested. "To-morrow is Sunday. I must go to church to-morrow, or we are going to have company for dinner, or I will, of course, have to be dressed up to-morrow or I need at least one good shine a week to keep my shoes in good shape." These were the ideas suggested in the minds of the different business men and with this result: the boy who knew how to consciously or unconsciously appeal to the imagination did just double the business of the boy who simply thought of a man's shoes and not of his head.

¶ But how much does it profit a man if he knows how to think, remember and imagine if he doesn't know how to use his information, if he doesn't know how to express himself, if he doesn't know how to act?

¶ Here are some illustrations which make clear what I mean by action. A young man came into my office one day and said he wanted a position as a salesman. I asked him what experience he had had as a salesman and he said: "I ain't had none." That is action,

negative and demoralizing action through expression. What did I judge as to his educational qualifications? I judged he hadn't any and told him so. "But," he said, "I am a high school graduate." Then said I, "Why do you use the language of the street?" He said he did it through carelessness. Well, carelessness is our greatest "business criminal." According to Dun and Bradstreet sixty per cent. of all our failures in this country are due to that awful word carelessness. We must learn to be accurate in our speech, in our figuring, in our bookkeeping, stenography, etc. But first we must be accurate in our thinking. If we are careless in thought we are careless in act, for as a man thinketh so does he act. Thought and action are as closely connected as cause and effect.

¶ Again. A very competent young woman had just finished her bookkeeping course. The president of the college took her to the head of a concern that wanted a bookkeeper. He said: "Miss Jones, can you do our bookkeeping?" Miss Jones said: "I don't know." What is the use in having trained ability unless we have learned how to sell our services? This young woman knew, but she neither had confidence in herself nor knew how to express herself in such a way as to inspire confidence in her ability sufficiently to sell her services. I have taught Salesmanship to over three thousand men by the class and personal method; I have delivered lectures on Salesmanship to all classes of business men and I have found by personal inquiry that lack of confidence has been the millstone around the neck of nine people out of every ten.

¶ The president of another Business College told me that one of his students, a young woman who had studied Salesmanship in his school, sold her services as a teacher for twenty dollars a month more than she ever received before, and that in the face of the

strongest kind of competition. So we might as well learn right here at the beginning that it is just as necessary for us to learn how to sell our services as it is for us to learn that the *philosophy of Salesmanship is the philosophy of Leadership and the philosophy of Leadership is the philosophy of Success;* we should remember also that the ability to influence is the secret of success.

¶ No man can take chances on being a success to-day without studying the philosophy of Leadership and there is little philosophy of Leadership taught anywhere to-day outside of the philosophy of Salesmanship. Even the colleges and universities are not, to any great extent, teaching the philosophy of Leadership. *Leadership consists in the ability to lead and control thought and action. It consists in the ability to influence people to think as we think, feel as we feel and act as we would like to have them act.* This definition of Leadership is also a definition of Salesmanship; it is broad enough to apply to the individual seeking a position, the man selling goods, the lawyer before the jury, the governor of a state or the president of the United States seeking an election or a re-election.

¶ The new and inspiring philosophy of to-day is making it plain to the human race as never before in all the history of the world, that *man is not the slave of his environment and his circumstances, that he can become master of himself and his circumstances; that he can control his environment and not have his environment control him; that he is master and creator of his own destiny.*

¶ In analyzing the causes of failure, I find that they lead right back to man's thinking. I find that the philosophy of the average man is the philosophy of failure and that is the reason he is a failure. To make a success his philosophy must be changed, there must

be an educational revolution in his life. Before I go farther I want to give you my reason for saying the philosophy of the average man is the philosophy of failure. The average man thinks it isn't necessary for him to develop the study habit; he doesn't realize that knowledge is power; he doesn't realize that time is money, in fact he places no definite value on time; he doesn't realize that health is his greatest asset; he doesn't realize that whiskey and cigarette smoke diminish both health and strength; he believes that success is a matter of luck rather than law; he believes that success is a matter of pull rather than push, and he doesn't realize that all pull will ever do for a man is to eventually pull his character down; he doesn't realize that character is the greatest asset in the business world, that it is the corner stone of all success and that there can be no lasting success without it. This is his philosophy, or part of it, and none of it is original. In fact our average man is not bothered with originality. This philosophy he has absorbed from his environment; it is the result of the impressions—the ideas which have unconsciously forced themselves into his life through daily contact with them. In fact this is the philosophy of the average man's environment. It becomes his philosophy because he is daily hearing it. He grows up with it on the street and his only salvation is to grow out of it and grow into the philosophy of success. To do this he must study and absorb the philosophy of character building and the philosophy of success.

¶Possibly the best article ever written on the subject of Character Building and Character Analysis was written by President Henry Churchill King of Oberlin. The following is a quotation from the article.

Character Building.

¶ I. In the first place, it seems to me, that at the lower moment when it looks as if everything were going, it is well for a man to say to himself in all seriousness, "*everything is now at stake;* it is fight or die." That is the situation. A friend of mine, with the marks of a serious disease upon him, went sometime ago to a distinguished specialist in that disease and consulted him. The physician, after carefully going over his case, said to him:

¶ "I think the disease has not gone so far but that if you will vigorously follow this regimen which I prescribe for you, you can still pull through."

¶ My friend heard him out as to the regimen that he proposed and said, "Why, doctor, I would simply die if I had to live under that regimen."

¶ The doctor somewhat gruffly turned upon him and said, "Well, die then."

¶ He had just one chance. Let a man say to himself, in like manner, in one of those lower moments when he is likely to be engulfed by temptation, "It is fight or die."

¶ II. Moreover, I think a man ought to ask himself in these lower moments: "Why the lower moments?" And the second suggestion, therefore, that I have to make is: *Keep yourself persistently at your best.* You have no right to have these lower moments continually breaking in upon your life. Just as in health that is the secret, so here in character it is the secret. You are to guard conditions and strive to keep yourself at your very best. Not tolerable health, but superb health, what Emerson called "plus health" must be the aim. I know no way in the matter of bodily health except simply to say this: I will carefully, conscientiously observe

the conditions that will keep me at my best. In the same way, no man can be certain of character who is willing barely to keep the breath of moral and spiritual life in him, and not aiming persistently at the very best of which he is capable, and therefore conscientiously observing the conditions that will keep him at his best. It is the subtle, gradual deterioration which we are to fear as death.

¶ III. In the third place, we are to *consider the conditions bodily, mental and of association.*

¶ I. And, first, the bodily conditions. I suppose there is hardly a clearer lesson in all modern philosophy than the unity of man—mind and body. You may like it or you may not like it; it makes no difference. You are not now a disembodied spirit whatever you may be hereafter; you are in the body; you have to get on with your body, if you expect to make such achievements as you ought to make in your moral and spiritual life. And those conditions are not far off. Let no man think that they are unimportant. The problem of character, what is it? *The problem of character is the problem ultimately of self-control.* That which distinguishes you from the animal below you, and that which distinguishes you as a sane man from the insane man, is to no small degree this power of self control. The animal, James says, has a "hairtrigger constitution." What does he mean by that? He means simply that the animal, having an impulse, must yield to it, but as a human being you can hold yourself in check, and not yield to impulse, through attending to some other consideration.

¶ Self-control, I say, is the root virtue of all virtues. It is the very center of character. But the center of self-control, of course, is will. And the center of will, what is that? *Attention.* For if this temptation

which now besets you is not to sweep you off your feet, what has got to be done? You must be able in the presence of the temptation to hold your attention fixed upon those higher considerations that ought to prevail, but seem now in danger of not prevailing; and if you can do that, you are safe; and if you cannot do it you are lost.

¶ The center of character is self-control. The center of self-control is will. The center of will is attention. Now what has all this to do with the body? Just this. The greatest cause of fatigue is attention; that is what tires more than anything else. It takes nervous energy to attend; and the supreme condition, therefore, of power of attention, so far as the body is concerned, is surplus nervous energy. That is the whole problem. Character, self-control, will, attention,—it's supreme physical condition, surplus nervous energy. You have no right then as a man who means to fight an honest fight to disregard the conditions through which you are to get surplus nervous energy. That means that you are going to see to it that you get sleep enough, to see that you get exercise enough, to see that you attend to all these conditions that have to do with surplus nervous energy; especially that you will avoid every species of excess, particularly emotional excess; and that you will thus honestly do what you can to keep in yourself surplus nervous energy. Then you have a margin of capital, with power to attend, with power to will—therefore of self-control. The danger of fatigue, then, is manifest. The record of Saturday nights in this world of ours is a tragic record. The problem of Saturday nights is already a national problem in Germany because that is the time when men are run down, at their worst physically, and when, therefore, they are exposed to every temptation.

¶ Now, one cannot always control the conditions. There will be times when, in spite of all precautions, a man will find himself necessarily and rightly fatigued. Bear in mind that at that time you are to be especially on your guard against sudden onsets of temptation. There is nothing clearer in modern psychology than that the weakest in us, bodily, mentally, morally, tends to come out in these moments of fatigue; and, therefore, at these moments we are to guard ourselves with special care against sudden temptation. Sometimes you get up in the morning with a consciousness that you are not at your best, that you are on a low physical plane, that it is going to be hard for you to be what you ought to be that day. That is the day when you can know you have a fight on hand. You may as well prepare for it from the beginning and watch it to the end.

¶ 2. In the second place there are the *mental conditions.* For it is not only true that we are one, body and mind, but it is true that this mind of ours is, in a wonderful degree, one; and the unity of the mind makes it imperative that there should be nothing lacking at any single point. We do not know when we are sapping the foundations. Let me take simply two or three illustrations of the need of heeding the unity of our mind, where many might be taken.

¶ And first, *you cannot play with your memories* and be what you ought to be as moral men. There are men, for example, who like so well to tell a good story that it grows continually on their hands, and they simply get where they can not tell the truth if they want to. You know what happens under such circumstances. These men cannot trust their memory. Now, the power of holding yourself in the presence of temptation often depends upon this: that you are able to recall vividly and with scrupulous accuracy the exact re-

sults of your previous experience; and if you have played fast and loose with your memory, it will play false in your hour of peril.

¶ And note this other danger—*vagueness of thought.* If you allow yourself to remain in this condition you are not simply interfering with your intellectual growth; you are doing something to sap the foundation of your moral life, for the moral life is made up of a series of volitions that involve the thought; vague promises, vague aspirations, do not go well with that kind of direct definite willing that belongs to character.

¶ Especially in this matter of mental condition, do not forget the *necessity of power of attention,* and remember that anything you do at any time really to strengthen your power of concentrated attention is so much added to your mental and moral capital, and anything you do at any time to break down your power of attention is so much further preparation for disaster. Every time you hold yourself rigorously to the task that is appointed to you for the time, definitely attend to it and carry it through with concentrated attention, you are adding to your mental power. The human spirit is not a bundle, but an organic unity, and you cannot break down the mental and not affect the moral.

¶ 3. Third, we are to consider the conditions of *association.* Here I touch upon what is really the supreme condition of all conditions, and to which, here, I can only give a word. We know but one absolutely certain way to make character, and that is through a surrendering persistent association with those who have such a character as we seek. That is the only way.

¶ Let me go on to say in the next place, *remember that self-control,* which is at the very center of charac-

ter, in spite of its name, *is always positive,* never negative. I think many men have made disastrous mistakes at this point.

¶ 1. That means, first, on account of your relation to the body that you are to *seek positive help from the body.* I think Browning has that in mind in the Rabbi Ben Ezra when he says:

"To men propose this test:
Thy body at its best,
How far can that project thy soul
On its lone way?"

¶ I do not think that that is a skeptical, cynical question, but I think it is a challenge, "a God-like challenge in the night to our too reluctant wills." Any man who means to be the man he can be in character, must say, "I am going to get positive help out of this body of mine."

¶ And if that is to be true, he must make his body the best *instrument* that he can make it for the spirit—the very best medium for the spirit to work out through. I suppose that it ought to be true that a series of photographs of a man taken from year to year through his life ought to show that the spirit is increasingly dominating the body, and that the light of the spirit, yea, of the Spirit of God, is increasingly shining out through the face, and bearing, and mien.

¶ The man who intends to get the most help from his body, will, besides, make his body the very best *foundation* that he knows how to make it for the varied demands of life, broadly laid, deeply laid and well laid.

¶ He will further see to it that his bodily exercise is a direct aid, as it may be, to intellectual and will training. For all the higher forms of bodily exercise, Romanes tells us, are exercises even more of the higher brain center than of the muscles. Make your body

help your soul; make your body project your soul on its lone way. One can sit down passively before nature and regard it as a limitation if he will; or he can say, by the study of the laws of nature, "I will learn its secrets, and I will make nature serve me." And one can do just that with reference to his body.

¶2. Moreover, if self-control is to be positive, one must remember that *control of the emotions is always indirect.* You can not directly determine whether you shall feel or not. Emotion spontaneously arises in the presence of its object. That you cannot help; but you can direct your attention to another object. The small boy who is looking through the fence at a patch of watermelons that is not his, cannot prevent his mouth from watering, *but he can run.* And you cannot keep your emotions from arising in attention to the exciting object, but you can *think of something else.* You are not clay in the hands of your circumstances. You were endowed with that which makes you akin to God in His creative power—a will. You can use that will in attending to something other than this object which now works upon your emotions. We are often told to-day that our environment makes us. That is a dangerous half truth. The whole truth is this: Not your environment makes you, but that part of your environment to which you *attend* makes you. The same environment means different things to different men. Why? Because different men are attending to different things in it. Let ten men travel over exactly the same route to Europe; do they come back with the same things? By no means. Each man has seen and gotten what he attended to.

¶You are, then, to control your emotions indirectly through attention to some other object. You may also control your emotions by *acting in the line of those emotions that you think you ought to have. At a given*

time, for example, a man may be feeling far from cheerful and without courage. This at least, he can do; he can take a good long breath, and stiffen up his backbone, and put on the mien of cheer and courage, and so doing, he is far more apt to become more cheerful and courageous. There are two sorts of selves in you, a lower and a higher. You can be true to your higher self, or you can be true to your lower self. *But you are bound to be true and loyal to your higher self,* to the very highest vision that is given you. And one of the sensible, helpful ways to get the emotions you think you ought to have is to act in the line of them. It is to no man's credit to act as badly as he feels. He is rather bound often to act much better than he feels, and so acting, he will be helped to better feeling.

¶ 3. In the third place, positive self-control means that you are *to attend,* as I have already implied, to something else than the temptation which threatens to engulf you, to replace that tempting thought with some other. Do not merely fight a thought. You can not get rid of a thought—this envious, foul, hateful idea that is in your mind—by simply saying this, you are persistently keeping it in mind, you *are* thinking of it. You can get rid of it in just one way: by thinking of something else. You must take the positive way out. The law is simply this—it is a very simple law: *You cannot have an empty mind, and you cannot think of two things with concentrated attention at the same time.* As you try to follow this suggestion, it may seem to you that you think of two things at the same time; you are thinking first of one thing, then of another—letting the thought you ought to hold be broken in on continually by the other thought. Only keep your attention steadily fixed upon the consideration that ought to hold, and it will hold you.

¶ 4. And in the fourth place, positive self-control means that we are to heed that principle which the psychologists call the *impulsiveness of consciousness;* that is, that every thought, by its very presence in the mind, tends to pass into act, and will do so, if it is not hindered by the presence of some other thought leading in some other direction. That principle is of very great importance in all our moral and spiritual life. If you are sitting in the parlor of a friend, while you are waiting for him, and there is an open letter on the table, and you are not thinking particularly of what you are doing, but have your eyes on the letter, before you know it you will likely put out your hand and take it up and begin to read it, until you recall yourself with a start. The single idea, unchecked for the moment by any other, was present in the mind; it passed into action almost in spite of you. The teaching of modern psychology, then, is that a thought in your mind will pass into act unless checked by some other thought; and for our moral life this is strenuous counsel to *withstand beginnings.*

¶ 5. And positive self-control will mean, further, that you are to *resist the evil with the good;* that you are not simply to stop doing bad things because they are bad, but you are to get into the attitude that Spinoza calls the attitude of freeman and have done with the bad because you have something a great deal better to do. Change your negatives into opposite positives. I have little hope for a man who goes through his life saying, "What is the harm?" What kind of attainment can a man make in his moral life, if his one great question is, "What is the harm?" and he does not replace the question with this other, "What is the very best thing that is now open for me?" For next to bad, the good is the worst enemy of the best.

¶ V. In the next place, remember that, body and *mind, you are made for action.* The body, one of our psychologists tells us, is only a machine for converting stimuli, coming into the brain by the afferent nerves, into reactions, going out by the efferent nerves. And the principle of the impulsiveness of consciousness shows with equal clearness that in mind, too, we are made for action. Every idea tends to pass into action. We are made, then, for action. This is the real justification of the far slower methods of the laboratory and seminar in modern education. *One must do, to know. It is not enough passively to receive an idea; if it is really to be yours, you must express it in some way, you must put it into act.* Your idea or ideal is not fully yours until you have expressed it. The resulting law for character is clear and unmistakable. *That which is not expressed dies.* If you would kill an idea, deny it absolutely all expression; it will die. On the other hand, if you have an idea that you wish to live, to be a reality, you must express it. You may not rest content with fine thoughts, and fancies and sentiments, and feelings, and aspirations. If you are not willing to become mere sentimentalists, you must put them into act. Some of us have been in the habit of speaking of the danger from the theater and from novel reading in arousing emotions and sentiments that we simply allow idly to be dissipated. We need to remind ourselves that the same law holds for emotion and sentiment, however aroused, whether by theater, or novel, or concert, or lecture, or sermon. If you have been stirred to moral feelings in any way, as you prize your moral life, see to it that your feeling gets some real and tangible expression; put it into act.

¶ *Give the best persistently a chance at you.* The only effective road to character we know is through personal association with the best. Fill your time with positive service. *Do not drift. Have definite things on hand to do.*

Suggestive Written Exercises and Questions

Write an essay of one hundred words, showing why some men fail in business and others succeed.

The following questions are suggestive:

What has caused the great business changes during the last decade?

Why are business men compelled to study the Science of Business, Salesmanship and Advertising today?

What are the four great causes of failure?

Why isn't the average man a better thinker?

How can one learn to talk better?

Can a man be a successful business letter writer or "ad" writer without training?

How can a man train his memory and his imagination?

Why is the philosophy of the average man the philosophy of failure?

Define Salesmanship.

Why is man the creator of his own destiny?

LESSON II.

Personality and How to Develop It

"The greatest and most vital power in influencing life is personality. It is greater than law, instruction or example"—Lyman Abbott.

FOR a good many years we have heard the subject of personality more or less discussed, but as far as I know no one has attempted to tell us what personality really is. Neither has any one told us clearly how to develop it. This, of course, is hard to do in the absence of a definition; and since there is no definition for personality, at least none that is adequate, I shall have to coin one. The following definition, of course, refers to a positive personality. *Personality is that magnetic outward expression of the inner life, which radiates courage, courtesy and kindness. It attracts people by producing a pleasing effect, and is the product of the development of the positive qualities; it makes a man a leader in the affairs of life instead of a follower.*

¶ This definition will need to be defined in order to give an intelligent conception of what I mean by the "Positive Qualities." If it is hard to give a definition which adequately defines what personality really is, it is not so hard to tell what the qualities are which

are back of personality and which produce it. We can very well say that personality represents the flower of manhood and womanhood in full bloom.

¶ I was attempting to engage the services of a Northwestern University student to do soliciting during his summer vacation, when he said he did not feel competent to do it. I immediately referred to his classmate, Mr. L——, who made a great success the previous summer. He said: "Oh, yes, that is all right for Mr. L———. He has a good personality; he could succeed all right, but I couldn't. I have no personality." I asked him to tell me what he really meant by personality. I asked him to define it. He said he did not know exactly, that he could not define it. I could not define it, either.

¶ I began immediately to study and experiment on the subject. The next Sunday after the above discussion I heard Dr. Frank W. Gunsaulus preach. I said to myself, "He has a good personality." During the same week I heard Mr. Bryan lecture, and I said, "He has a most striking personality." Well, I asked myself the question again as I looked at Mr. Bryan, "What is personality?" And these thoughts came to my mind: "He is kind, courageous, diplomatic, aggressive, honest, enthusiastic, and he seems to possess an unconquerable will." I immediately got the key which offered the solution to my perplexing problem. These qualities which I name are positive qualities. Therefore, personality is produced by developing the positive qualities and eliminating the negative qualities. Each positive quality has for its opposite a negative quality, as light—darkness; heat—cold; good—bad; honesty—dishonesty; courage—fear, etc.

¶ Here is a chart giving a list of positive and negative qualities placed under separate headings. It

is quite hard to designate some of these qualities as either mental or spiritual; in fact, some of them very properly come under both heads. The positive qualities here designated should be carefully studied and developed, while their opposites, the negative qualities, should and must be weeded out. They are the murderous leeches that are sucking our very life blood, and they must be driven out of our lives with the same vigilance that a foreign army is driven from our shores. They are our enemies and they will grip us with the vengeance of a pestilence.

Mind.

Positive Qualities—	*Negative Qualities—*
optimism	pessimism
agreeableness	disagreeableness
tact	indiscretion
kindness	harshness
courtesy	discourtesy
enthusiasm	indifference
ambition	satisfaction
courage	cowardice
initiative	inaction
the conquering spirit	aimlessness
confidence	fear
diplomacy	impudence
sincerity	insincerity
purpose	irresolution
perseverance	indecision
concentration	vacillation
knowledge	ignorance
work	laziness
patience	impatience
decision	indecision

analysis	confusion
judgment	indiscrimination
originality	dullness
thrift, saving	extravagance
reason	imbecility
wisdom	foolishness
system	carelessness
fair mindedness	suspicion
unselfishness	selfishness
openmindedness	egotism
observation	heedlessness

Soul.

Positive Qualities—	*Negative Qualities—*
courage	fear
desire	self-satisfaction
faith	doubt
confidence	instability
honesty	dishonesty
truth	falsehood
temperance	intemperance
morality	immorality
unselfishness	selfishness
love	hate
patriot	traitor
religion	atheism
charity	malice
joy	sorrow
sympathy	incompassion
hope	despair
beauty	ugliness
loyalty	disloyalty
intuition	stupidity
cheerfulness	gloominess
trust	suspicion

Body.

Positive Qualities—	*Negative Qualities—*
activity	indolence
gracefulness	awkwardness
physical courage	physical fear
health	sickness

¶ The physical, mental and moral qualities in man are so closely related that an injury to one affects them all; while if one is helped, all are in some manner helped.

¶ Each normal individual when born into the world possesses these negative and positive qualities, although dormant, of course. The battle for supremacy is a battle between these two forces. The negative qualities are developed in accordance with a definite and absolute law. Failure is the inevitable result of their development. The positive qualities are also developed in accordance with a law which is just as definite and just as absolute. The development of these qualities means success and a well-rounded life. A man fails or succeeds in life as the negative or positive qualities are in the ascendency. It is, to begin with, simply a matter of thinking. The Bible says, "As a man thinketh in his heart, so is he." The psychologist says, "Every idea which enters into the mind immediately tends to express itself in action." In the beginning, personality is simply a matter of choice and thinking. If a man thinks pessimistic thoughts, nothing in the world can keep him from being a pessimist; and the world is not very kind to pessimists. If one never permits pessimism to enter his mind, but always thinks optimistic thoughts, no fate can make him anything but an optimist. If he thinks

disagreeable thoughts, he will have disagreeable people to deal with, and he will be disagreeable. "Courage is the chief attribute of manliness," says Webster, while fear and other negative thoughts paralyze usefulness.

¶ I state an absolute fact when I say that every individual possesses all the positive qualities, although some of them may be in embryo. It is possible to so develop all these qualities, as to drive out the negative qualities and build up a splendid positive personality.

¶ This ought to encourage us all, ought it not? I believe it possible in the course of a few years' time to practically revolutionize the whole personality. This can be done only by a course of positive thinking and acting. It takes will-power, but I believe will-power is a magic wonder worker. As will-power, in my mind, is the greatest word in the English language, so in the human life, will-power is the greatest quality. Will-power is the engineer. We sink or swim, survive or perish, just in accordance with his wishes. Let us remember that thoughts are powerful. If we put a drop of red or black ink into a bottle of water, it colors the water. Thought has a transforming effect upon the individual. The nerves, brain cells, and, in fact, the body, change and are continually changing at the dictation of thought. If you are angry, you lose your appetite. You secrete a poison which takes the body several hours to eliminate. Hate actually kills. In their acute stages, love, fear and bad news are also paralyzing to the digestion. The hair turns gray in response to thought. Thought is the most powerful agent known to man. It cures or it sickens. It makes man a servant or it makes him master.

¶ If you would have a magnificent personality begin to live the positive qualities. Say, "I can, I

will, and I must," where previously you said "I can't." Do that and at the end of the year you will be doing things with ease which it was absolutely impossible for you to do at the beginning of the year. Remember that as surely as the sun shines you possess these positive qualities, although they may be covered up and almost hidden by the mountains of negative thoughts which have always been permitted to have the ascendency. If you have ever seen the gold mines in Colorado or California you will know what I mean. Away beneath the granite rocks and mud and gravel, the prospector finds the gold sparkling and brilliant, and only waiting for a chance to glitter in the sunshine. It was there all the time, but it was so covered up that it wasn't seen. My friend, go prospecting for the nuggets of gold which lie hidden in your own life, only waiting to be liberated from the weight of melancholy boulders which have been permitted to accumulate. It takes desire, it takes faith, it takes confidence to eliminate the debris, but it can be done. The word "impossible" does not belong to the man of positive personality. He has forced it, with every other negative quality, to leave for parts unknown. He has eliminated the negative qualities by substituting the better qualities. The way to banish the negative qualities is not to think of them at all. Do all your thinking about the positive qualities, and the negative qualities will die a natural death. I have given you the formula. I have told you how it is done. The law which leads to the development of personality is just as sure and certain as the law of gravitation.

¶ Do you want to have this personality? If you do, begin at once to develop the positive habit. Notice these two words, *positive habit.* When a habit has

been formed it is hard to change it. Habit is to life what rails are to the railroad train. The train runs where it had run before. Thoughts become actions, actions become habits, and habits grow into character and character is immortal. It is easy for the honest man to be honest. It is easy for the man who is habitually truthful to tell the truth. It is easy for the man who works hard to keep on working. It is easy for the man who gets up at six every morning to continue to get up at that hour. It is easy for the moral man to live a moral life. It is easy for the man who thinks and studies to keep on thinking and studying. These things may all be hard at first, but when the habit is formed, it is just as hard to do otherwise. I say begin now, to-day, to get the habit.

¶ Let me repeat, personality is the result of right thinking. It is not produced by following the line of least resistance. It is produced by doing the thing that ought to be done when it ought to be done, whether we like it or not. Doing what most people think can't be done is not only the glory of living, but is the stuff out of which personality is molded.

¶ Do you desire a forceful, winning personality? Do you wish to stand for something positive, masterful, God-like? Do you wish to make of yourself everything which God intended you should be? The world wants men—great men, manly men, men in whom the fire of a great life burns brightly. Do you want to be the champion of some great cause? Do you want to be a George Washington or an Abraham Lincoln to your generation? If you do, dare to develop your personality to its highest efficiency. The great business men of our generation, the men who have done things, have been men of vital, vigorous and

aggressive personality. They have been men who possessed the conquering spirit. They had faith in the power of their personalities. They never stopped at obstacles. They wrestled with the lion of opposition and forced a victory. They developed strong, courageous personalities, because they dared attempt to do whatever they believed should be done. Have you the courage to build such a personality? Most assuredly you have, although you may not believe it. You are a man made in the image of the Almighty. You owe it to your fellows to begin to-day. It will take time, but you have the time on your hands anyway. When nature wants a squash, it produces it in a season. When it wants an oak it asks for time—it wants a century. You are not a squash, you are an oak.

¶ In order that we may better understand just how the positive qualities are developed and understand the relation of their development to success in salesmanship, or business in general, we must analyze man. We must pick him to pieces, so to speak, and find out what relation his mind bears to his body, and *vice versa.* Man, we all know, possesses a three-fold nature which is divided into the following parts: the physical, the mental, and the spiritual. These three natures, while separate in one sense, bear a direct relation to one another. Let us consider the first, the physical nature. Of course, we have nothing to do here with the different cells, tissues, bones, etc., but we are directly interested in health. Health is the basis of all success in life, and especially in salesmanship, as the salesman requires a tremendous amount of energy.

¶ *Health is that normal condition of the three-fold man which enables the physical organs to correctly perform their functions, and contribute to the*

highest development of the positive qualities, physical, mental and moral.

¶ There is such a thing as physical health, mental health, and spiritual health. The salesman whose arguments are not strong, forceful, energetic and backed up by a magnetic, healthful body filled with pure red blood, and whose functions are performed normally, is greatly handicapped.

¶ But speaking more definitely, what do we mean by "three-fold man,"—by so minutely analyzing the individual? We do it in order that we may the more rationally and carefully study ourselves. We desire to know where our weak points are, and how to eliminate them. We also wish to know just what our strong points are, and how to strengthen them. We must admit we all have our weak points as well as strong ones. The difference between the successful and unsuccessful man lies in the fact that the successful man has more of the positive qualities developed than his less fortunate neighbor. The positive qualities are a man's capital, his assets. They are salable in any market where brains are needed. The more they are developed, the higher the price they command.

¶ I have known salesmen who would over-eat and over-drink and over-sleep, who would hardly ever study anything relating to their business. They would talk hard luck, and the blues, and poor territory, etc., etc. The negative qualities were given the ascendency so long that positive, forceful, energetic and enthusiastic manhood was never permitted to have the ascendency. We can revolutionize our lives and if we are ever going to make the success of which we are capable, we must begin work to-day, now—to stamp the negative qualities out of our lives and develop the

positive ones. This must be done at any cost of work, determination or sacrifice. *I believe in elimination by substitution.* I believe in eliminating the negative qualities by substituting and using the positive ones. I believe in driving bad thoughts out of the mind by immediately thinking of something good. "But what has the mind to do with all this?" you ask. I spoke of the mental nature and the spiritual nature. You thoroughly understand what I mean by mental nature, but you may not all exactly agree with my third division. So for convenience, I shall use the psychologist's terms, and instead of spiritual nature, I shall use the term *subjective mind.*

¶ The human mind is divided into two parts as follows: the objective mind, and the subjective mind. The objective mind is the seat of reason, of judgment, of logical thinking, and of the five senses.

¶ The subjective mind is the habitation of memory. It is the seat of the emotions, love, patriotism, religion, and some of the positive qualities which mean most in salesmanship — qualities which a salesman should thoroughly understand and must develop. The power and secret of influencing are largely the result of the development of these subjective positive qualities. There is a peculiar relation existing between these dual minds. The objective mind makes suggestions to the subjective mind. The subjective mind accepts and believes the suggestions and performs its functions accordingly. "The subjective mind is constantly amenable to control by the power of suggestion," says Dr. Hudson.

¶ To thoroughly understand this law of suggestion in its relation to business and its power in influencing people, is to increase one's earning capacity

and ability by leaps and bounds. What do we mean when we say that the subjective mind controls the functions and sensations of the body? Scientists tell us that anger, jealousy or hatred, which are distinctive negative qualities, secrete a poison in the system which it takes several hours to eliminate, besides leaving an indelible impression upon the individual. If you are distressed you refuse to eat, you lose your appetite. If you get bad news after dinner, your food refuses to digest. Your emotions are affected, your subjective mind has taken control of your functions. Let me say in this connection that every thought which is permitted to find its resting place in the mind, the objective mind, is communicated to the subjective mind, and, as the subjective mind governs the functions and sensations of the body, our every thought, good or bad, optimistic or pessimistic, is always at work, building up or tearing down body, nerve and mind.

¶ Doesn't this law of physiological effect mean everything to us? When we get blue that very fact is communicated from our objective to our subjective mind, and from there to our body, where it immediately begins to secrete the poison which does its deadly work on our whole life. Didn't the ancient writer arrive at a great scientific truth when he said, "As a man thinketh, so is he?" In all reason, then, ought we not to begin to think right? It follows that if we think right we will act right and our success will be assured providing we exercise our will power. Knowledge is power. Definite knowledge of yourself and your business is the central force in the development of an effective and powerful personality. As a matter of fact, many of the other elements of success have their rise in this one. The salesman who

knows his business from A to Z is confident, courageous, and generally irresistible. He not only thinks, but he knows, that he has something it would pay the customer to buy. He has this knowledge fortified by a multitude of reasons which he can talk fluently, logically, and with the fire and enthusiasm of a "natural-born orator." The consciousness of this knowledge banishes hesitation, gives him self-possession, an easy bearing, and a conquering spirit. He is saturated with conclusive evidence. He has a splendid story. He is overflowing with inspiration and enthusiasm because he knows he can tell it well. Such a man with such a personality can approach the railroad magnate as easily as the clerk. It is simply a matter of choice, bull-dog determination, and will power.

¶ If I were to ask a man how old he is he could instantly tell me. If I were to ask him where he lives he could tell me that. If I were to ask him what nationality he is he could inform me. If I were to ask him what his business is he could tell me that. But if I were to ask him to write out an analysis of his own self, tell me about his own personality, describe his mind and soul faculties, I would certainly not get a very satisfactory answer.

¶ The thing men know least about in this world is their own individual selves, and that is what they should know most about. *The average man hasn't confidence in himself because he isn't acquainted with himself.* He has never analyzed himself. He knows practically nothing about his own capacity, about his own mental and spiritual faculties.

¶ Men have learned to use the microscope to study plant and insect life. They have learned to use the telescope to study the stars. Miners have

learned to recognize nuggets of gold in the rough. Geologists have so studied the stones of the earth that they can easily recognize a fortune in a few rough looking uncut diamonds. But scientists have not yet invented a microscope or a telescope that will turn the search-light upon their own minds and search out the unknown continent within.

¶ It is amazing the amount of dormant power that is wrapped up, unused, in the average man's life, that he knows nothing about. The greatest discovery the average man makes is not through the microscope or the telescope, or in the gold mines or the diamond beds, but in himself.

¶ We are teaching Salesmanship but that is only one phase of the work we are doing. The greatest work we are doing is *helping you to discover yourself.* We help you to find yourself by showing you how to analyze yourself, how to discover your own faculties, and then how to develop them. Our aim is to put you on the right track. Then progress is practically assured.

¶ Our aim is to show you that you possess in some measure both the negative and positive qualities, and also show you how the negative qualities can and must be eliminated, and how the positive qualities must be developed. In this process of development the life of the individual is necessarily revolutionized. Let me illustrate. Water is composed of two different gases. It is different from either of the gases but a product of their union. The chemical formula for water is H_2O. When two atoms of hydrogen and one atom of oxygen are combined in that proportion they produce a third element, different from either, and which we know as water.

¶ The chemical name for salt is Sodium Chloride. It is composed of two substances which are radically different. Sodium is a soft white substance, and chlorine, when separated from salt, is a green colored poisonous gas. When these two substances unite they form an entirely different product. That proves that two substances may and do chemically unite and produce a third substance which is not a mixture but a result of the union of both.

¶ Let us leave chemistry and get back to the brain. Scientists tell us there are over two billion brain cells and that they are continually changing at the dictation of thought. I am not so much interested in the number of brain cells as I am in their development, and how they are developed. The man of two billion brain cells, well developed, is much superior to the man of three billion brain cells poorly developed. The point I wish to emphasize here is that you have enough brain cells to make you successful if you will only develop and use them.

¶ When an idea comes in contact with the brain cells, we have two substances which are entirely different coming in contact with each other, and what do we find as a result? In chemistry we find a chemical change, in man we find a physical change. We find that the union of the two products produces a third which may be different from either. We find, in other words, that if a negative idea comes into the human mind, the action resulting from that negative idea will be negative, and the mind is to that extent paralyzed. Let me illustrate. A fear thought comes in contact with a brain cell. The two unite. The result is inaction and the paralysis of initiative. Had the idea been positive and the opposite of fear, the mind would have produced an immediate desire for action.

Initiative or action is the result of reason, reason is the result of thinking, and thinking is the result of an idea. And let us remember that whether negative or positive, "Every idea that enters into the mind immediately tends to express itself in action."

¶ If the thoughts are negative and along the line of dishonesty, immorality, fear, failure, falsehood, etc., the brain cells will inevitably be demoralized into that kind of action. But when a positive idea comes in contact with a brain cell there is created a positive force that results in positive actions, and the individual becomes to that extent a new individual and possesses new power that he knew nothing of before.

¶ Therefore, if enough of these positive ideas are brought in contact with the brain cells, a revolution is bound to take place in the human life, and the individual develops from a man of mediocrity to a man of great power. He changes from a rollicking, good-for-nothing Webster on the farm, to Webster the statesman, and one of the greatest orators the world has ever known. But what brought about this revolution? A certain kind of thinking.

¶ In this connection and to emphasize what I have said, I desire to quote the following from the pen of Lyman B. Sperry, M. D. Dr. Sperry has an international reputation as a writer and lecturer. He says: "Ordinary, habitual, unemotional mental activities do not perceptibly influence the action of the organic nerves; but whenever mental activity arises to a point which produces unusual emotion, then countless vibrations or thrills, which are in effect definite messages, flash from the cerebrospinal nerves over into the organic nerves, and increase, diminish, or in some way modify their action.

¶"All forms of fear, and all passions in which fear is an essential element, such as anxiety, worry, grief, envy, jealousy, anger, hatred, revenge, remorse, despondency and despair, are mental emotions of such a nature that their nerve vibrations or messages, flowing over upon the sympathetic system, necessarily derange its action. Some of the vital functions may be unduly stimulated by certain emotions, while others may be benumbed, even to the point of paralysis.

¶"Every form of fear tends to depress organic energy, derange the nutritive processes, produce disease and shorten life; hence, fear is the natural and constant foe of vitality, health, longevity and efficiency of everyone who experiences it.

¶"This is true, remember, because of the fact that all such emotions or passions produce discharges of nerve force, which inevitably interfere with the normal workings of the organic nervous system—the special machinery that directs the vital functions of the body.

¶"All mental states characterized by even a slight degree of anxiety, sorrow or regret, not only naturally and inevitably tend to produce disease, but also to prevent recovery from diseased conditions, however they may have been produced. All anticipated harm, all trouble, whether real or imaginary, and all forms of discontent, inevitably devitalize and derange the organic processes.

¶"On the other hand, *faith,* by which I mean the Assurance of things hoped for—trust, confidence, contentment, peace, good-will, loving kindness, and an approving conscience—is a constant friend, a healthful regulator and a positive energizer of the organic system.

¶"It is a physiological law, as well as a psychological law, that all emotions akin to faith contribute not only to one's daily comfort and happiness but also tend to establish habitual health, insure mental and physical efficiency, and promote longevity. Hence such Scriptural declarations as 'A merry heart doeth good like a medicine'; 'Godliness, with contentment is great gain'; 'Thy faith hath made thee whole'; etc., are scientifically sound."

¶I would like to discuss every positive quality in this lesson—show how it can be developed and also show how its opposite, the negative quality, can be uprooted and eliminated. But it would take a book of several hundred pages to do all this. The quotation from Dr. Sperry shows you the physiological effect of fear. Just realize that every other negative quality affects you similarly. You will notice also the physiological effect of faith, according to Dr. Sperry. Just realize that you are affected in the same way by every positive quality. I desire to further emphasize what Dr. Sperry says about fear. It robs us of the best there is in life. It steals from us so much per day or week or month of the earnings that rightfully belong to us. If we submit, it will hold us in poverty, misery and despair; it will dig a bottomless pit under us and equip it with a suction pump that continually pulls us down. Fear is the fatal bugaboo of the imagination. But thank the Lord we can drive it out of our lives. We can release, and forever, its slimy hold upon us. But it takes courage to do it.

¶Knowledge is the antidote for fear as surely as light is the antidote for darkness. Courage and self-confidence are the results of knowledge. Fear is the result of ignorance. We are afraid of the darkening shadows in a room, but turn on the light and fear

vanishes. Fear, if we will permit it, makes cowards of us all. There are multitudes of men who could increase their earning capacity, in a better position, but they are afraid to try it. They are afraid to leave the position they have, even though it is not worthy of their best efforts, for fear they will not get a better one. Isn't that so? Hasn't it been true in your own case during some period of your life? Stop and think! Isn't it true right now? It is fear, fear, fear all the time. Fear is based upon ignorance as courage is based upon knowledge. Eliminate ignorance and fear will vanish. Acquire the right kind of knowledge, then courage and self-confidence become a possession.

¶ What are you going to do about it? I know what you are going to do, you are going to summon your will power, throw off this slimy incubus and fight life's battles like the real man God intended you to be. The developed positive qualities will help you do it. They will become a real mental battery of invincible personal power.

¶ I am going to indicate a Character Chart. I want you to make one for yourself. I want you to check up every positive quality every day for a month, then keep it up for a year. Find out your weaknesses and eliminate them.

¶ Let us choose nine positive qualities and consider that they make the following individual average for a month—Optimism 71 per cent., Enthusiasm 70, Energy 70, Honesty 95, Cheerfulness 85, Carefulness 80, Neatness 90, Initiative 75, Courage 75.

¶ By adding these percentages together and dividing them by nine, as we find there are nine qualities, we find that we get an average of 79 per cent.

That means we were 79 per cent. successful that month, that we were only 79 per cent. of our maximum possibility that month. It means that we were 21 per cent. failure during that month. It means we were only a little more than three-fourths as successful as we should have been and could have been. It means we must be mentally systematic; it means we must check up our weaknesses, catalog them and then kill them.

¶ We kill the negative by practicing the positive. We kill laziness by continually hustling. We kill cowardice, by doing the thing that needs to be done, regardless of whether we like it or not. We kill dishonesty by compelling ourselves to be honest about every transaction.

¶ Possibly you never before realized it was possible to check up and speed up your brain forces and increase your efficiency and therefore your income, at least 21 per cent. Did you? You possibly did not realize that a study of this science meant such an analysis of your brain forces that you could literally check up and finally control them. This is only a beginning of what you can do for yourself as a result of this marvelous study of Mental Science.

¶ Apply this same process of elimination and substitution to every negative and positive quality you possess, and you will notice a marvelous change in yourself within a very few months. Your possibilities are really unlimited.

¶ Many salesmen get the foolish notion that Monday is not a good day for business, consequently they use that as an excuse to waste the forenoon around the house and the afternoon around the pool halls, or other places. From Tuesday morning until Friday night they waste enough odd hours to amount to another

whole day. They do not pretend to work at all on Saturday. Half of the week is absolutely lost.

¶ Let us suppose a salesman is selling typewriters and is working on a salary of thirty dollars a week. He works only half of the week. He therefore earns only fifteen dollars instead of thirty. He defrauds his employer out of fifteen dollars.

¶ But suppose he is working on a commission and his commission amounts to thirty dollars for half a week's work. He is satisfied with what he has made and justifies himself by feeling that he has done better than a whole lot of other salesmen anyway. What about him? He has defrauded himself out of thirty dollars that he could have earned, and possibly more, as a man can do more when he is working under a full head of steam. He has also defrauded his employer out of the profits he would have made on the sale of the extra goods.

¶ My experience as a salesman and as a sales-manager has convinced me that most of the salesmen of the country waste anywhere from one to three days a week. Such men always wonder why they do not get along faster.

¶ A recent writer has said: "In the soliciting business the one force or quality that counts for more than all others in getting business is personality. We do not wish to enter into a discussion of what personality really is or how it is developed, but suffice it to say it is the sum-total of our personal attractions or winning qualities, but in many of us they have been so sadly neglected that they cannot be recognized. You cannot be a great success as a salesman until you bring these winning qualities out where they can be seen. They vouch for your honesty, your sincerity,

and are a proof of your interest in others. They are your letter of introduction and will gain you admission when everything else fails."

¶ A writer in "Success" says: "A pleasing personality is of untold value. It is a perpetual delight and inspiration to everyone who comes in contact with it. Such a personality is capital. Very few people ever come into your home, or see your stocks, or bonds, or lands, or interest in steamship lines, or corporations, but your personality you carry everywhere. It is your letter of credit. You stand or fall by it."

¶ Another recent writer has said: "A man's personality does not come by accident; it is a natural gift, just as his mind and muscle are natural gifts, and, like them, it must be cultivated. Develop it by eliminating everything that is bad and cultivating everything that is good. Cut out the blues, and worry, and jealousy, and envy, and all their relatives; they are man's worst enemies. Fill your whole mind and lips with energy, hope, and sunshine and an invincible determination to *do things.* Feel every minute of the day that it is the best day you ever had. Like thoughts are always attracted to each other. To think and feel enthusiasm, confidence and success, will develop in you a splendid personality and set in motion the forces that will bring prosperity and power. Every man carries the price of a splendid, noble and successful life within himself. Be in dead earnest and your prize can be the world."

¶ But what direct relation do these positive qualities bear to salesmanship? They bear the same relation which blood and nerves bear to the human body. Let us consider one of these positive qualities which I have named, viz.: preparedness. Around this

quality adhere the principles which are the very heart and soul of Salesmanship. In further analyzing the word preparedness, which means the state of being prepared, a sub-division is necessary, together with an analytical outline showing how to begin the preparation.

¶ When an individual is prepared, it means these three things to him: Faith, confidence and his ability to sell goods. It means confidence in himself and both confidence and faith in his business, together with a knowledge of the construction and selling qualities of his goods, of which the following is the analytical outline. This outline is deemed broad enough to cover almost any kind of manufactured product.

Analysis.

¶ 1. Who produced or manufactured it?

(a) What was the method of production?
(b) Where was it produced?
(c) Of what is it composed?

¶ 2. How does it compare, as to finish, material, workmanship and price, with competitive articles put out for the same purpose?

¶ 3. Can it be shown that its value to the purchaser compares favorably with its cost?

¶ 4. What is its purpose? In other words, what is it good for?

¶ 5. How can it be analyzed in such a way as to appeal by a logical process of argument to the reason and judgment of the customer? What portions of it can be used to appeal to the emotional or spiritual nature of the customer?

¶ 6. To what class of people can it be sold?

¶ 7. If it can be sold to several classes of peo-

ple, is there a distinctive line of argument for each class?

¶ Study and apply analysis in order that you may be able to analyze all kinds of goods, your competitor's as well as your own. What appears to be a small point of difference will often close the sale if the point is shown to be superior. The ability then to so analyze two or several propositions, that the point of superiority, although small, is clearly brought out, very often closes the sale.

¶ Everything else being equal, a customer buys where he can buy cheapest. Be sure to watch the "Everything else being equal." People will not buy at a cheaper store if it is dirty, or the service poor, or the clerks incompetent. They will not buy from a traveling salesman who is slouchy and poorly groomed, or discourteous, or a poor salesman, if he has a good competitor.

¶ Everything is not equal as long as you have a better personality and are a better salesman. A dollar a day hotel may serve just as good meals as the $2.00 a day house. In fact the meat and groceries may have been bought from the same store, and be of the same grade, but if the bill of fare is fly specked, the napkins dirty and the table cloth stained with coffee, the traveling public will go to the $2.00 a day house, and pay the difference, because it is clean.

¶ Without this preparation failure would be almost sure and inevitable. My reasons are based upon the following conclusions: I have hired hundreds of men and trained or supervised the training of thousands of college men in the United States and Canada. I picked the very best class of young men living in

this generation. This I proved by comparison with other men from other walks of life whom I have hired. Out of every hundred men I hired, I feel safe in saying that ninety-five lacked confidence in themselves to begin with and said they believed they couldn't do the work. They would invariably say, "I have never sold goods and I don't believe I have any ability along that line. I'm afraid I'd make a failure of it. I haven't much confidence in myself. I'm afraid to try it."

¶ What is this first step in the development of the confidence which this man must have; first, in himself, and secondly, in his proposition? He knows absolutely that he cannot talk the goods, either successfully or at all. He tries to think what he might say or how he might say it, and his imagination conjures up failure because he cannot yet see through the misty labyrinth of argument which he knows is necessary in order to convince a customer that he ought to buy his goods. He cannot see into or through this argument to begin with, because he does not know it and hence he lacks confidence. You can not convince a man that cake is made out of the product of wheat by showing him the wheat and letting him taste the cake, if this man has never seen or heard of wheat, flour and cake. He would ask for evidence. He would have to be shown.

¶ The first thing for you to do in beginning this study, which leads both to confidence in your goods and confidence in yourself, is to begin an analytical study of your subject. The whole thing must be picked to pieces in the same way a jeweler picks a watch to pieces, a mechanic a self-binder, or a grammarian a sentence. If you are selling a binder you

must know what each piece is composed of, why it is made so and so, and why it is made of a certain kind of iron or wood, and why it is made in just that shape. You must thoroughly understand the construction of your machine. You must learn to think the same thoughts which the man had who made it. If you can do that, if you can find out his reasons for taking every step, you are getting a basic knowledge which, after you have learned how to talk it, will fill your heart with courage and confidence, and your mouth with words which are not only the result of skill but which will be skillfully put. It is a great thing to thoroughly understand every point in the talk or argument you are going to make, but it is a much greater art to be able to talk these ideas effectively. How many times have you seen a man get up in a meeting and in a stammering way say, "I know what I want to say, but I can't find the words," and then sit down in confusion? I have even known college graduates to be affected in this way.

¶ The fundamental principles of salesmanship are all the same. A principle which can be used in selling one article can be used in selling any other article, no matter whether it be real estate or chickens. A friend of mine sold books successfully as a student. The book had different bindings. He developed skill in changing from a higher to a lower, or a lower to a higher priced binding. Later he went into the horse business. He sold a team one day. The man came back the next day to trade one of them for another, which he thought would make a better matched team. He traded and gave a nice sum to boot. The horse man turned to me and said, "I did that just as easily as changing from a two-fifty to a three-fifty binding."

¶ In order to have this confidence in yourself you must have faith in what you are going to sell. *Faith is the essential condition of confidence, and confidence is the essential condition of success.* This is not merely opinion or guess work, it as a scientific fact. Faith is the mental attitude essential to successful business-getting. "Faith is the central idea and essence of the law of suggestion." Without this faith, without this belief there would be no basis for suggesting to the other man that he should make the purchase. "The prayer of faith shall be answered" has a firm scientific basis. Be sure you have absolute faith in the article you are going to sell. If you have not that faith, if you do not think the article is worth the money, your conscience will go back on you, and you will most assuredly end in failure, together with a considerable loss of self-respect. No man can long succeed in selling goods which he knows are not worth the money. His better nature soon revolts.

¶ While there are a great number of positive qualities, they are not all of equal importance in the development of the salesman. I shall name here some of the positive qualities and faculties which it is absolutely essential a salesman should develop to a high degree: Preparedness, faith and confidence, the conquering spirit, cheerfulness or good cheer, courtesy, initiative, courage, perseverance, determination, concentration, will-power, desire, health, character, judgment and expression.

¶ America's great men have been of commanding personality. What were the qualities in the life of James G. Blaine which made him great? What were the qualities of personality which made Grant and Lincoln and McKinley great? What are the qualities

which make Roosevelt great in spite of his party leaders? What are the qualities which have made Mr. Bryan the leader of his party for a longer time, in defeat, than any other man the party has ever produced? We have stated all these qualities of superb manhood in this lesson. We will approximate unto the greatness of these men as we develop self-mastery and use our will power not only to develop these qualities but to drive out the negative qualities.

¶ A salesman's general education may be poor, while his special education may be good enough to make him a great salesman. Every quality of the individual, except initiative, might be marked 100 per cent. but if that is poor, if the salesman is lazy, he will still be a failure. If every quality but appearance is marked 100 per cent. the salesman will still be a failure if he presents a seedy and uncouth appearance. The same is true in regard to personality—the salesman might be able to speak or read a dozen languages and still be a failure if his personality is weak, vacillating, and negative. One thing in this connection is worthy of the salesman's careful consideration, that is this, a salesman may have developed every positive quality but one, honesty for instance, and that one negative quality may defeat him in the long run. Look out for every quality. Be sure that you do not harbor any enemies. You simply must weed out the negative and develop the positive qualities. A great and glorious success depends upon it. Pick out one new positive quality every Monday morning and determine that at any cost you will live that quality during the week and forever afterwards. It may hurt a little at first to pull up some of the weeds, but your manhood demands that you do it. You can do anything you desire.

Below are the positive qualities of the Intellect, of the Sensibilities, and of the Will, which must be highly developed in order to insure a man of (1) Ability, of (2) Reliability, and (3) Leadership:

1. Observation
   Concentration
   Memory
   Imagination
   Reason
   Judgment

2. Honesty
   Loyalty
   Faith
   Ambition
   Enthusiasm
   Optimism
   Sincerity

3. Decision
   Punctuality
   Courage
   Initiative

Suggestive Questions and Exercises

1. *What is personality?*
2. *What is meant by positive qualities?*
3. *What is meant by negative qualities?*
4. *Which positive qualities do you think are most important?*
5. *Name the three different qualities of man?*
6. *The human mind is divided into how many parts?*
7. *What are the functions of each?*
8. *What effect, according to Hudson, does the subjective mind have upon the body?*
9. *Why is a good personality dependent entirely upon the development of the positive qualities?*
10. *Why is a good personality absolutely essential in order to become a success?*
11. *Why is "preparedness" or preparation absolutely essential to success in Salesmanship?*
12. *Give from memory what you can of the analytical outline.*
13. *What do you mean by confidence?*
14. *How is faith developed?*
15. *Is it possible to develop all the positive qualities but one and then fail as a salesman? Give example.*
16. *Write one hundred words on the positive qualties which you consider most important in the development of your personality.*
17. *Write one hundred words showing the necessity of preparation for success.*

Lesson III.

Efficiency

IN the first lesson I said we were in the midst of a business revolution. That means we are in the midst of a mental revolution. One of our prominent thinkers has said that the human mind, as a result of a knowledge of modern psychology, has made more progress during the last thirty years than during all previous history. In this lesson I want to discuss some of the positive and negative qualities which go to build up or tear down character.

Loyalty.

¶ Loyalty consists in giving faithful allegiance to your employer; it consists in giving whole hearted untiring service to the concern that furnishes you with bread and butter. Loyalty consists in working during business hours and after business hours and before business hours for the best interests of the concern. Loyalty consists in doing everything within your power to figure out some new idea or some new method that will in some way advance the interests of your concern. Every wise manager is on the alert to get a new idea or a better method of doing business. He is also on the alert to promote any employe who is so loyal as to render such service. I know a young col-

lege professor who was so loyal to his university last year, who responded to so many calls for help that he not only reflected glory upon the university, but was offered the presidency of four different colleges.

¶ But loyalty is its own reward. The man who will not do his best under all circumstances, who will not render the highest service of which he is capable, is not only disloyal to his employer, but he is disloyal to the dictates of his own highest self. Remember that it is an infinitely greater thing to build a life, than to make a living. Remember that whatever you do for the interests of your employer reacts upon your own life and character. Remember that every new idea or new method you originate and every bit of exceptional service you render, is worth infinitely more in the way of building your own character and developing your own ability for a larger future service than it can possibly be worth in the way of immediate financial reward. The man who is disloyal to his employer defrauds him, but what is much worse, he goes a long way toward ruining his own character.

¶ The salesman or employe who extravagantly spends his employer's money for high priced meals and high or highest priced hotel rooms is not loyal to his house. I know one traveling man who rarely pays more than a dollar for a room in a hotel, often eats a twenty-five cent meal and walks when he might pay bus fare. He is getting a salary of over four hundred dollars a month and expenses and many side privileges which cost his associates money. But he is loyal to his house. On the other hand, I know scores of salesmen who pay from $1.50 to $2.50 for a room and from seventy-five cents up for meals, but they are getting from seventy-five to a hundred dollars

a month and expenses. They are disloyal to their concern and, therefore, disloyal to themselves. They pay their own expense accounts in reduced salary, but they do not realize it.

¶ If you cannot render your employer the most enthusiastic loyal service, then quit. But while you are taking his money, your own self-respect requires you to boost for him and his business. You owe it to your employer and to yourself to either get in line and stay in line, or get out.

Honesty.

¶ I do not believe there ever was a greater demand for men who are thoroughly honest and reliable, than there is to-day. I do not believe there ever was a time when business men were willing to pay such a premium for honesty as they are to-day. There is a mania to get rich quick in these days and in practically every case it ends in failure, remorse and despair. It is said that a young man in Marshall Field's store had made an exceptional record. He was marked for a prominent position. They decided to test him in every way, during a period of six months, before promotion. They tested him as to his morality, his ability and his honesty. They left money lying around in order to tempt him. One day he picked up and kept a fifty-cent piece that was put in his way in order to tempt him. He never got the promotion. Your character will be submitted to the same gruelling tests in the future. Don't you think it will pay to develop the character to pass the required tests?

¶ A prominent retail merchant recently told me that dishonesty caused more trouble in his store than anything else. He said, "We used to expect

twenty-four honest men out of every twenty-five, now it seems difficult to find more than one out of the twenty-five who is thoroughly honest.'' Of course I think his case was extreme, but I know he had lost a lot of money in his business through theft, on the part of his clerks. The first qualification for success, in his mind, is honesty.

¶ The manager of one of the great department stores in the middle west, a store employing nearly a thousand sales people, told me that dishonesty and indifference were the ''twin demons'' in his store.

¶ When you work for a man on a salary, you owe him all your loyalty, all your ambition, all your enthusiasm and all your ability; and to engage in any outside enterprises when all your time and efforts are sold to him, is not honest.

¶ I know a young man who works in an office where his employer is absent a good deal of the time. It is necessary for him to be in the office at eight in the morning, but he is seldom there before ten, although he tells his employer he is always there at eight. This is another phase of dishonesty to be deplored. But the employe who resorts to it is wreaking vengeance on his own life and character, and it is simply a question of days until he loses his position.

Initiative.

¶ One of the qualities most highly valued and most highly paid for by the business world is initiative. Initiative is going ahead and doing the thing that needs to be done without being told. Hubbard says, ''The world reserves its big prizes for but one thing and that is 'initiative.' '' Initiative is the result of constructive thinking. In fact, constructive

thinking plus initiative gets results. A country banker said to me one day, "Can you send me a young man of initiative, a young man who will sweep out without being told, who will do his bookkeeping without being told, who will do his own work of his own accord without being told, over and over and over again?" The young man who lacks initiative is lazy, purposeless and unwilling to do his part in life's work. Initiative is going ahead and doing to a finish what you ought to do in the position you are now in, and doing it without being told. When you do that and do it well, you will have a chance to do the big things later on.

¶ Not many young men have enough initiative to stay at home in the evening, after a hard day's work, and study, when the lure of the park, the pool hall and the skating rink is upon them. Those who have that kind of initiative are eagerly snapped up by the business world.

¶ W. C. Brown was a section hand in Waterloo, Iowa, one out of a million who had initiative enough to study at night and sacrifice the pleasures of the crowd. But it paid him. He is to-day the president of the New York Central Lines.

¶ Initiative consists in working six days a week when you are your own boss, instead of loafing two or three days a week. The average salesman who works on a commission basis wastes at least two days a week and many times he wastes more. That is the reason he remains an average salesman. When a man refuses to take the initiative and must have a superintendent over him to force him to keep busy, he must pay that superintendent's salary.

Service.

¶ A great philosopher has said, "He that is greatest among you shall be your servant." I believe the time is near at hand in this country when that matchless philosophy will be fulfilled. The man to-day who renders the greatest public service is the public's greatest benefactor, and such a one is entitled to the greatest profit. To-day we ask, "What kind of service can you render?" not "How much money do you want?" If you render the service, you are sure of the money. We constantly hear the remark, "It isn't a question of what it costs but a question of what it is worth."

¶ I know a bright ambitious young man who said to the superintendent of a great concern, "I will come in and work for you two months, you to pay what you think I am worth at the end of that time. Then we will talk over a proposition for the future. I know I can satisfy you. All I want now is an opportunity to prove my value to you." That young man wasn't thinking of money, but of service. The young man who thinks only of his salary and the clock, hasn't yet learned the meaning of the word service.

¶ The employe who is careless or indifferent or who thinks of his own affairs during business hours. is not giving good service; neither is the employe who chews gum or uses tobacco in any form during business hours. I honestly believe that to smoke during business hours is to reduce your value at least ten per cent. or more. President John H. Patterson of the National Cash Register Company has possibly preached as much or more against smoking than any great executive in this country. He says: "Don't do it, boys, it will make you satisfied. I gave it up for that reason. I couldn't afford to be satisfied."

¶ The measure of your service will be the measure of your future profit. The hardware company that sent a team two miles for a broken boiler lid and made one to order for a quarter, then delivered it, was rendering a service with an eye to future business.

Indifference.

¶ Self satisfaction and indifference are two of the greatest obstacles that stand in the way of success to-day. I sometimes think that seventy-five per cent. of the people of this country are asleep half of the time. You will find evidence of self-satisfaction among people who work inside more often than those who work in the open air. Possibly the most indifferent class of sales people to be found anywhere are found in the retail stores.

¶ The indifferent man is unconcerned about either the present or the future. He is satisfied to exist. I have spent some years analyzing indifference and I am convinced that it is due largely, if not altogether, to ignorance. The indifferent man doesn't know and he doesn't know he doesn't know, and furthermore he doesn't care. He permits little mental stimulus to enter his life. His brain is dormant and undeveloped. He has no ideal. He has little purpose and he has little ambition. I have talked to thousands of such people. They have simply blinked at me. They did not really understand and they were too lazy to investigate. Indifference is a habit born of laziness. It is the natural result of an untrained and sluggish brain. The only hope for such a man is to wake up and feed his impoverished brain or he is doomed. I often step into a retail store and ask if they have a

certain article. The clerk says, "Yes," and sometimes stirs himself enough to say, "Did you want one?"

Ambition.

¶ The world hasn't yet realized that ambition is quite largely a matter of development; that the brain must be fed or it will die just as surely as corn tassels die before a hot wind in July. When an idea comes to the brain the blood brings nourishment to that brain cell and it develops, but when no ideas come the blood does not flow that way and the unnourished cell atrophies and dies.

Money.

¶ Money is not everything, but we need some of it in order to enjoy happiness and the comforts of life. Gage Tarbell, the great Life Insurance man, has said that "Wealth is an intellectual achievement." I agree with him and so do you. The man of untrained intellect cannot produce wealth. To be able, therefore, to produce wealth honestly and legitimately is certainly an intellectual achievement to be coveted.

¶ A man is only worth two dollars a day from his chin down selling muscle, but as high as a hundred and forty-four thousand a year from his chin up selling brains, as President of the National Cash Register Company. Which do you want to sell, brains or muscle? It pays a good deal better to sell brains so you better decide to be a chin upper, rather than a chin downer.

¶ A steel rail is only worth about twenty-four dollars a ton, but put it through the proper refining processes and it is worth twelve million a ton when

made into watch springs. Our minds improve accordingly when put through the proper mental processes.

¶ A large prize was once offered in England for the best definition of money. Many definitions came in but the one that won first prize was written by a woman who was a bedridden invalid. It is as follows: "Money is a commodity that will buy anything but health and happiness, and is a universal passport to everywhere but heaven."

¶ Every man owes it to himself to so equip himself that he can support himself and a family if he has one; take a vacation when he needs it, retire any time after sixty if he so desires, and have enough left to provide for his needs during the remaining years of his life.

Courtesy.

¶ There is no other one thing which costs so little and is worth so much as courtesy. It is an outward expression of an inward kindness. It is an indication that the heart is right and that we delight to serve.

¶ A young man by the name of John Boyd was brought up in Pella, Iowa. He had a high school education and believed he could succeed in life. He believed in courtesy. In fact it was a part of his particular philosophy. He received an appointment as assistant doorkeeper in the House of Representatives. One day a prominent looking business man approached the doorkeeper and asked if he knew where he could find Senator Sargent of California. This doorkeeper did not particularly believe in the philosophy of courtesy anyway, and in a very pompous manner gave the stranger to understand that they had all they could do to take care of the members of the House without running after Senators. Mr. Boyd heard the conver-

sation and it did not agree with his theory of courtesy, so he followed the stranger and told him he could find the Senator for him if he was in the building. His kindness was greatly appreciated. He hurried away, soon found the Senator, and took the stranger to him. Boyd then started to leave. The stranger gave him his card and asked him to meet him that afternoon at the hotel. When Mr. Boyd looked at the card, he was surprised to learn that the stranger was none other than Collis P. Huntington, the famous railroad president.

¶ When they met at the hotel that afternoon, Mr. Huntington learned that Mr. Boyd was getting twelve hundred a year. He immediately offered him $1,800. "But," said the young man, "I don't know anything about the railroad business." "But you *do* know how to be a gentleman," said Mr. Huntington, "and that is what a lot of fellows around here *don't* know enough to be." Mr. Boyd accepted the position. He became Huntington's greatest lobbyist and his salary was raised to ten thousand dollars a year. Does it pay to be courteous? It pays bigger dividends in proportion to the investment than anything else I know of.

Thrift.

¶ We are living in an extravagant, spend-thrift age. That is one reason so many men are penniless at the age of sixty. The idea of poverty in old age ought to haunt every young man and make him feel the necessity of saving every dollar he can possibly get along without. When you receive an income from money invested, you multiply your earning power. When you have money invested you have more re-

spect for yourself. You feel you are a capitalist. You are a better citizen and a better patriot.

¶ If eighty million people save a nickel a day it would amount to $1,550,200 a year. Save ten cents a day and invest it at six per cent. compound interest and it will amount to $6,000 in forty years. And yet we handle the nickles and dimes as if they did not amount to anything.

¶ Look out for "wild cat" investment schemes that offer big dividends. There is an enormous amount of money lost that way every year.

¶ Every young man should take out some insurance. That is a safe investment. An insurance agent once crossed the Atlantic ocean with Cyrus W. Field in order to get a chance to talk insurance to him. He was rewarded with a $450,000 policy. Field was worth twenty millions then, but afterwards lost it all except the insurance policy.

Concentration.

¶ It takes the average young student nearly a year to learn how to concentrate his mind upon his work. I know a boy of thirteen who was an expert with the typewriter, considering his age. He was demonstrating at a county fair and a business man tried his best to disturb him. The man asked him several questions but the boy never looked up or paid the least attention to the questions until he was through. He then asked the man what he wanted. The man at once offered him a position and asked him how he could work that way while being disturbed. The boy told him he had learned to concentrate his mind by continual practice.

¶ I saw a machine at the World's Fair in St. Louis that so concentrated the sun's rays that it actually melted iron. The mind which concentrates is powerful, and usually routs opposition. You must first pay attention to what you are doing, then concentrate the mind upon it. This takes both energy and will power. This will be taken up in a later lesson.

¶ I have discovered that I can write just as well with a crowd talking or playing all around me, but I have also discovered that it doesn't pay to do it as it takes energy to counteract the disturbance. In studying, in writing or in making a sale, I focus all the power of my mind on what I am doing. I entirely shut out the outside world. It takes practice to do this, but it pays big. Begin immediately to concentrate upon what you are doing. Concentration means success, while "scatteration" means failure.

Time.

¶ The hardest thing to teach a young man is to appreciate the value of time. It is said that Joseph Cook, the great thinker and lecturer, carried a little dictionary in his pocket when a student, in order to have something to study when waiting for his meals or at other odd moments of leisure. Many of the world's great men, Gladstone among them, have carried books in their pockets in order to utilize spare moments.

¶ If you were held up on a street and robbed of five dollars, you would call the police, but you fritter away diamond minutes and golden hours doing nothing of value, and your conscience doesn't hurt you. *Time is money and knowledge is power.* But we will never get either the money or knowledge until

we learn how to utilize our time and especially our spare moments. A reputation for ability as a pool player will not help you any and it may advertise you adversely sometime when you want a position.

Habits that Reduce Efficiency.

¶ The business world judges a man either favorably or adversely because of his qualifications or his habits. As a whole, the business world looks askance at a man who drinks. A prominent business man of Omaha, Mr. F. W. Heron, president of the Royal Indemnity Company says, "Liquor and business will not mix between seven o'clock in the morning and seven in the evening, if at all." Col. Ingersoll very well voiced the opinion of the business world when he said, "I am aware there is a prejudice against any man engaged in the manufacture of alcohol. I believe that from the time it issues from the coiled and poisonous worm in the distillery until it empties into the stream of death, dishonor and crime, that it demoralizes everyone who touches it, from its source to where it ends. I do not believe anyone can contemplate the subject without becoming prejudiced against the liquor crime. All we have to do, gentlemen, is to think of the wrecks on either bank of the stream of death, of the suicides, of the insanity, of the poverty, of the ignorance, of the destitution, of the little children tugging at the faded and weary breasts of weeping and despairing wives, asking for bread; of the talented men of genius it has wrecked, the men struggling with imaginary serpents, produced by this devilish thing; and when you think of the jails, of the almshouses, of the asylums, of the prisons, of the scaffolds on either bank, I do not wonder that

every thoughtful man is prejudiced against this stuff called alcohol."

¶ The gospel of maximum efficiency, as preached by the big leaders to-day, finds no place for either strong drink or cigarettes. This is not a question of morality, but of business efficiency. Neither you nor I can afford to receive this information with prejudiced minds. In fact, we cannot afford to let our prejudice either stand in the way of our opportunities or chloroform our judgment.

¶ It takes a wise man to profit from the experience of wise men. Any fool can learn from experience, no matter how costly it may be.

¶ The following quotations on the cigarette are from the pens of Elbert Hubbard and Orison Swett Marden, both world-famed writers and employers of men.

The Cigarette.

¶ Elbert Hubbard says, "If you want a man who will train on, flee the cigarettist as you would a pestilence. As a close observer of men and an employer of labor for over twenty-five years, I give you this: Never advance the pay of a cigarette smoker—never promote him—never depend upon him to carry a roll to Gomez, unless you do not care for Gomez and are willing to lose the roll.

¶ "I say, do not promote the cigarette smoker for the time will surely come when you will rue the day you ever placed him in a position where he can plague you by doing those things which he ought not, and by leaving undone those things he should have done.

¶ "I am aware that in some parts of Europe cigarette smoking is almost universal and that no special deleterious effects are noticeable. This im-

munity is owing to the temperament of the people and the peculiarities of the climate. My argument herein has America and Americans in mind. Poison affects different people differently, and American nerves cannot stand artificial stimulants. The dull and phlegmatic Russian can do things we cannot. The Don, Dago, Greaser and Turk are built on different lines from us. Americans need all the brain power they possess in their business.

¶"Cigarette smoking is not periodic—it is continuous,—a slow, insidious, sure poison. Its result can be foretold as accurately as the expert chemist can foresee the end of incipient locomotor ataxia.

¶"But for the young man who has become so calloused that he smokes cigarettes in the presence of his mother, sister or sweetheart, there is little hope. The poison has already tainted his moral nature and for him the work of dissolution, disintegration and degeneration has begun. He is a defective—a physical, mental and moral defective. Hope is only for the youth who is ashamed of his lapses.

¶"In preparing a culture bed for vice germs, do not omit cigarettes. Cigarettes stupefy the conscience, deaden the brain, place the affections in abeyance, and bring the beast to the surface. The burning of tobacco and paper together in contact with the saliva distills a subtle chemical poison that has its sure effects even upon the strongest constitutions.

¶"One marked peculiarity of the cigarette fiend is that invariably he makes a great discovery. It is that cleverness, astuteness, trickery, and untruth are good substitutes for simplicity, frankness and plain common honesty.

¶"The difference between mine and thine is a very hazy proposition to the cigarettist. Larceny and lying are sprouts that grow from the same soil.

¶"Dishonor, perfidy, disappointment, disgrace are the end of all. And so I close by again sounding a warning note to the employer of labor. Place no confidence in the cigarettist, never promote him—he is an irresponsible being—a defective. Love him if you can; pity him if you will, but give him no chance to clutch you with his nicotine fingers and drag you beneath the wave."

¶The above from Mr. Hubbard is very strong language. The following from Orison Swett Marden, himself a doctor of medicine, and also one of the world's greatest writers on Success, is even stronger.

¶He says, "I leave it to others to discuss the moral side of cigarette smoking. I denounce it simply because of its blighting, blasting effect upon one's success in life.

¶"The whole tendency of cigarette nicotine poison in youth is to arrest development. It is fatal to all normal functions. It blights and blasts both health and morals. It not only ruins the faculties, but it unbalances the mind as well. Many of the most pitiable cases of insanity in our asylums are cigarette fiends. It creates abnormal appetites, strange longings, and in many cases an almost irresistible inclination to crime. The moral depravity which follows the cigarette habit is something frightful. Lying, cheating, impurity, loss of mind, of courage and manhood, a complete dropping of life's standards all along the lines are its general results.

¶"Magistrate Crane of New York City, says: 'Ninety-nine out of a hundred boys between the ages of ten and seventeen years who come before me charged

with crime have their fingers disfigured by yellow cigarette stains. I am not a crank on this subject, I do not care to pose as a reformer, but it is my opinion that cigarettes will do more than liquor to ruin boys. When you have arraigned before you boys hopelessly deaf through the excessive use of cigarettes, boys who have stolen their sisters' earnings, boys who absolutely refuse to work, who do nothing but gamble and steal, you cannot help seeing that there is some direct cause. and a great deal of this boyhood crime is, in my mind, easy to trace to the deadly cigarette. There is something in the poison of the cigarette that seems to get into the system of the boy which destroys all moral fiber.'

¶"He gives the following probable course of a boy who begins to smoke cigarettes: 'First, cigarettes. Second, beer and liquors. Third, craps, petty gambling. Fourth, horse racing—gambling on a bigger scale. Fifth, larceny. Sixth, state prison.'

¶"Dr. J. J. Kellogg says: 'A few months ago I had all the nicotine removed from a cigarette, making a solution out of it. I injected half the quantity into a frog with the effect that the frog died almost instantly. The rest was administered to another frog with like effect. Both frogs were full grown and of average size. The conclusion is evident that a single cigarette contains poison enough to kill two frogs.'

¶"A boy who smokes twenty cigarettes a day has inhaled enough poison to kill forty frogs. Why does the poison not kill the boy? It does kill him. If not immediately, he will die sooner or later of weak heart, Bright's disease, or some other malady which scientific physicians everywhere recognize as a natural result of chronic nicotine poisoning.

¶ "A chemist, not long since, took the tobacco used in an average cigarette and soaked it in several teaspoonfuls of water and then injected a portion of it under the skin of a cat. The cat almost immediately went into convulsions, and died in fifteen minutes. Dogs have been killed by a single drop of nicotine.

Killed Both.

¶ "A young man died in a Minnesota State institution not long ago, who five years before had been one of the most promising young physicians of the west. 'Still under thirty years at the time of his commitment to the institution,' says a newspaper account of the story. He had already made three discoveries in nervous diseases which had made him well known in his profession. But he smoked cigarettes,—smoked incessantly. For a long time the effects of the habit were not apparent, in fact, it was not until a patient died on the operating table under his hands, and the young doctor went to pieces, that it became known that he was a victim of the paper pipes. But then he had gone too far. He was a wreck in mind as well as in body, and ended his days in a maniac's cell.

Effect of Cigarette Smoking.

¶ " 'You smoke thirty cigarettes a day?'

¶ 'Yes, on the average.'

¶ 'You don't blame them for your run down condition?

¶ 'Not in the least. I blame my hard work.'

¶ The physician shook his head. He smiled in a vexed way. Then he took a leech out of a glass jar.

¶ 'Let me show you something,' he said. 'Bare your arm.'

¶ The cigarette smoker bared his pale arm, and the doctor laid the lean, black leech upon it. The leech fell to work busily. Its body began to swell. Then, all of a sudden, a kind of shudder convulsed it, and it fell to the floor—dead.

¶ 'That's what your blood did to that leech,' said the physician. He took up the little corpse between his finger and thumb. 'Look at it,' he said. 'Quite dead, you see. You poisoned it.'

¶ 'I guess it wasn't a healthy leech in the first place,' said the cigarette smoker, sullenly.

¶ 'Wasn't healthy, eh? Well, we'll try again.'

¶ And the physician clapped two leeches on the young man's thin arm.

¶ 'If they both die,' said the patient, 'I'll swear off—or, at least, I'll cut down my daily allowance from thirty to ten.'

¶ Even as he spoke the smaller leech shivered and dropped on his knee dead, and a moment later the larger one fell beside it.

¶ 'This is ghastly,' said the young man; 'I am worse than the pestilence to these leeches.'

¶ 'It is the empyreumatic oil in your blood,' said the medical man. 'All cigarette smokers have it.'

¶ 'Doctor,' said the young man, regarding the three dead leeches thoughtfully, 'I half believe you're right.' ''

University Records.

¶"It is said that within the past fifty years not a student at Harvard University who used tobacco has been graduated at the head of his class, although on the average five out of six used tobacco.

¶"An investigation of all the students who entered Yale University during nine years shows that the cigarette smokers were the inferiors both in weight and lung capacity of the non-smokers, although they averaged fifteen months older.

¶"Dr. Fiske of the Northwestern Academy has asked all pupils who will not give up cigarettes to leave the academy. In one year, not one of the boys who used cigarettes stood in the front rank of scholarship.

¶" 'This is our experience in teaching more than fifty thousand young people,' says the principal of a great Business College, 'cigarettes bring shattered nerves, stunted growth, and general physical and mental degeneration. We refuse to receive users of tobacco into our institution.'

¶"Cigarette smoking is no longer simply a moral question. The great business world has taken it up as a deadly enemy of advancement and achievement. Leading business firms all over the country have put the cigarette on the prohibited list. In Detroit alone, sixty-nine merchants have agreed not to employ the cigarette user. In Chicago, Montgomery Ward & Company, Hibbard, Spencer, Bartlett & Company, and some of the larger concerns have prohibited cigarette smoking among all employes under eighteen years of age. Marshall Field & Company, and the Morgan & Wright Tire Company have this rule: 'No cigarettes can be

smoked by our employes.' One of the questions in the application blanks at Wanamaker's reads: 'Do you use tobacco or cigarettes?'

¶"The superintendent of the Lindell Street Railway, of St. Louis, says: 'Under no circumstances will I hire a man who smokes cigarettes. He is as dangerous on the front of a motor as a man who drinks. In fact, he is more dangerous; his nerves are apt to give way at any moment. If I find a car running badly, I immediately begin to investigate to find if the man smokes cigarettes. Nine times out of ten he does, and then he goes for good.'

¶"E. H. Harriman, the late head of the Union Pacific Railroad system says: 'We might as well go to a lunatic asylum for our employes as to hire cigarette smokers.'

¶"The New York, New Haven and Hartford, the Chicago, Rock Island and Pacific, the Lehigh Valley, the Burlington, and many others of the leading railroad companies of this country have issued orders positively forbidding the use of cigarettes by employes while on duty.

¶"If there is anything the youth should regard as sacred and should preserve intact at all hazards, as it affects his future more than anything else, it is his will power, and this is affected very early in the cigarette smoker, so that he finds himself a slave to a practice which was once absolutely within his volition.

¶"Cigarette smoking early impairs the digestive organs. It causes a gradual loss of appetite, and the wretched victim substitutes more cigarettes for food. In fact, he finally gets to a point where he becomes such a slave to the cigarette that he cannot do without it.

¶ "Herein lies one of the greatest dangers of the cigarette. It creates a longing which it cannot satisfy.

¶ "A physician in charge of a large sanatorium in the West says that three-fifths of all the men who come to the institution within a year, to be cured of the opium, morphine, or cocaine habit, have been cigarette smokers, and that sixty per cent. of these pleaded as their only excuse, the need of a stronger stimulant than the cigarette.

¶ "Excessive cigarette smoking increases the heart's action very materially, in some instances, twenty-five or thirty beats a minute. Think of the enormous amount of extra work forced upon this delicate organ every twenty-four hours! The pulsations are not only greatly increased, but also, very materially weakened so that the blood is not forced to every part of the system, and hence the tissues are not nourished as they would be by means of fewer but stronger, more vigorous pulsations."

¶ We are willing to give so much space to this discussion of the cigarette, because no intelligent young man wants to continue a habit that will jeopardize his whole career. The young man who persists in smoking the cigarette in the face of this violent opposition of the greatest business men of the country, is willing to commit business suicide rather than give up the little "coffin nail."

¶ Health is the first requisite of success in this strenuous age, and no man who is wise will do anything to impair his health and therefore handicap himself. Many cigarette smokers are not aware of the fact that the cigarette is harmful, and they will welcome this authoritative discussion. It isn't a question of opinion, but a question of facts and the facts seem to be *against* the cigarette.

Suggestive Exercises

Write an essay of one hundred words showing how you would increase your efficiency.

Write an essay of one hundred words on the value of rendering good service.

LESSON IV.

The Value of Time

Shall we have clerks and order-takers, mere automatons—or live salesmen who can create business and are expert advisers?

STEPPING into a large furniture store one day to make a purchase and while waiting for the change I asked an idle clerk, a man about forty, the price of a handsome leather chair. He looked it all over for the tag, couldn't find it and said: "Bill, what is the price of this chair?" Bill said, "You will find it marked on the tag." He looked again, found the tag and said, "Fifty-nine dollars." That is all he had to say and he was a so-called salesman in one of the finest furniture stores on this continent.

¶ Let us analyze this situation just a little. If you were to ask this man—I will not say salesman—to make a scientific study of salesmanship he would likely tell you he did not believe in it. But this same man spent several hours each day in that furniture store doing absolutely nothing. When I came into the store he and several others were sitting in the corner talking. Instead of wasting his time that way let us suppose he had been making a careful study of every piece of furniture in his department. In that case he would have been within call when needed. Let us suppose he had studied the price of every article

in the room. Then suppose he had gone further and found out where each article was manufactured, just what material it was made of, what was the process of manufacturing and everything which he could possibly have found out about the manufacture of this furniture. He would have had to write the factory for some of this information. You may say *all* this would have required some time, and work, and study. The reason men get small salaries all their lives is because they do not utilize their time in proper study. And then when a crash comes they are out in the street helpless.

¶ Let us suppose this man had gone still further and made a study of the furniture in relation to a color scheme, either in a home or office. Then let us suppose he had gotten clear over on his customer's side of the fence, on my side of the fence, and taken a personal interest in me. He could have induced me to sit in that large comfortable chair and suggested the comfort I would get out of such a chair at home in the evening; how easy it would be to enjoy life and forget my cares while thus resting. Or, if I desired to study, how delightful it would be to sit in that chair. Why, I could think much better thoughts. I could think out more ideas in one hour while sitting in that chair than in two hours in any other kind of a chair. Let us suppose he had used his imagination and made me feel these things and led me to believe I couldn't afford not to get it, and then had told me what kind of leather the chair was made of, how it was tanned and how durable it was and how long it would last me—but he didn't. He didn't even know the price of the chair. This incident occurred in San Francisco a few days before the earthquake. How competent do you think Bill was to face the future

while looking into the ashes of his employer's store? It is any wonder someone has said, "Not one salesman in a hundred behind the counter is any good."

¶ What lesson does this teach us? It teaches us that we must systematize our work and waste no time. It is a business crime to be idle when we have work to do.

Suggestive Written Exercises

Write one hundred words on the value of time.

Lesson V.

Salesmanship Analysis

IN beginning this study, you ask the question a good many ask who say, "What is there in this Science of Applied Salesmanship anyway?" An insurance man recently said to me, "There is absolutely nothing to salesmanship but a knowledge of human nature." He was partially right. But the average man knows very little about human nature. The ability to thoroughly understand human nature, to organize, manipulate, and control it, is the most valuable knowledge a doctor, lawyer, preacher, salesman or business man can have. This knowledge cannot be gotten by experience alone. It requires study. But a knowledge of human nature alone will no more make a man a successful salesman than it will make him a successful lawyer. He must learn how to sell, just as he must learn how to practice law.

What Is Salesmanship?

¶ Salesmanship is the power to *convince. Salesmanship is the power, or ability to influence people to buy at a mutual profit that which we have to sell, but that which they may not have thought of buying until we called their attention to it.*

¶ This definition brings out an idea which joins honesty and business in an indissoluble union. I have reference to the mutual profit idea. Profit means mutual benefit. Success in business is based upon this idea. The old business philosophy as practiced by many and as practiced by some to-day, had as its cardinal principle: "Do the other fellow and do him first and do him just as long as he will stand for it." Morally, this idea is wrong. In practice it leads not only to failure but to human degradation.

¶ In order to make my meaning clearer, I will illustrate: If I make a sale and make all the profit, I am not a salesman, I am a robber. On the other hand, if I make a sale and you, or the party of the second part, make all the profit, I am still not a salesman. I am either a philanthropist, an advertiser or a fool. A sale must be made at a profit, or it is not a sale, but a service. On the other hand, the sale must benefit the one who buys or it is taking money without rendering an equivalent, and this is robbery, even if sanctioned by law.

¶ This idea of mutual benefit goes even deeper; its tap root is embedded in the very heart of brotherly love. It is in harmony with the highest development of the individual and of humanity. Its outward manifestation is found in human service. The highest type of service is shown in man's desire to benefit and help his fellows. It has therefore come to be a truism that the man who gives the best service makes the most profit. In other words, "The man who serves best, profits most." This is as true of the professions as of business. The highest appreciation as well as the most profit should be given to the man who serves the public best.

Salesmanship is the Ability to Manipulate the Other Man's Mind.

¶ My next definition brings out a different idea. The definition follows: *Salesmanship is the ability to so manipulate the other man's mind as to make him think as you think, feel as you feel and act as you would like to have him act.* This definition indicates that the salesman has a training in logic, psychology and expression, otherwise he would not be able to manipulate the other man's mind. It also indicates that the salesman is the party of the first part, and that the individual or group he is talking to is the party of the second part. This is true whether the party of the first part is a clerk behind the counter, a salesman on the road, a lawyer before a jury, a Governor of a State or a President of the United States, seeking an election. Don't you see that in each case the party of the first part is doing the same identical thing? He is trying to convince and induce action in his behalf.

The Ability to Influence, the Secret of Success.

¶ We now discover that the ability to influence is the secret of success, and that every man and woman in the country is a salesman, as every individual has to use salesmanship in selling his services. The principles of salesmanship are operating in every transaction wherever it is necessary for one individual to influence another.

Salesmanship a Battle of Organized Knowledge.

¶ The next definition broadens our vision still more. It is this: *Salesmanship is a battle of organ-*

ized knowledge against unorganized ignorance. Let me illustrate: I was very much interested one time in "The Horse Fair" by Rosa Bonheur in the Vanderbilt Art Gallery in New York City. These beautiful horses with champing bits and flowing manes were just as clear in the mind's eye of the artist before the picture was painted as they are to the human eye now. And why? Her art was organized in her own mind; all she had to do was to transfer the picture from her mind to the canvas. The doing of that is what we call art. The salesman must have his own knowledge as thoroughly organized as the artist. He must then be as able to transfer the picture from his own mind to the mind of his would-be customer as the artist is able to transfer the picture from his mind to his canvas.

¶ The last definition is more complete and more scientific. It includes both the man side and the material side of the subject. It shows that man must develop his positive qualities in order to be able to lead and influence to a *maximum degree.* The definition is as follows: *Salesmanship is that power or ability which is the product of the development of certain positive qualities and faculties, and which enables its possessor to influence and convince a large per cent. of those whom he solicits to buy at a mutual profit that which he has to sell, but that which they may not have thought of buying until he called their attention to it.* This definition includes so much that it will take several lessons to really make its meaning clear. The power to influence and convince people is not only the result of the development of certain positive qualities and faculties in the salesman, but it is the result of a great deal of knowledge, not only in regard to the article to be sold, but a knowledge

of commercial conditions in general. The direct result of the development of these brain forces is character; a real positive, aggressive, magnetic and dynamic character. The direct result of character is the power or ability to influence.

The Study of Salesmanship—Fascinating as Well as Practical.

¶ The study of this definition leads us immediately to analyze salesmanship. In making a sale there are four factors to take into consideration, viz:

¶ The Salesman, the Prospective Customer, the Article to be Sold, and the Sale Itself.

¶ We must analyze these four factors. In analyzing the salesman we divide him into three parts, viz: *the physical, the mental and the spiritual.*

¶ No man can expect to make much of a success who has not good health. The body is the dwelling place of the mind. A strong mind is not possible without a strong body. The salesman, whether behind the counter or on the road, who moves about with vim and vigor, whose eye flashes and whose every motion denotes energy, who walks with head erect and shoulders thrown back, inspires confidence and courage and can get business where the weak man fails.

¶ In analyzing the mind we find that in reality there are two minds, the objective or reasoning mind—the mind which makes use of the five senses—and the subjective mind. The subjective mind is the seat of the emotions and the finer sensibilities. It is the abiding place of the soul. The subjective mind can only reason deductively, while the objective mind reasons both inductively and deductively. The subjective mind is

the seat of love, joy, patriotism, religion, ambition, intuition and many of those qualities which mean most to the salesman. Too many salesmen state their proposition to the objective mind alone. Their argument is directed solely to the head when, if they only knew it, their appeal to the heart would be far more effective. A salesman should state his proposition in such a way as to appeal to the reason. But his solar-plexus blow, his real appeal, is made to the heart.

¶ Suggestion is, in my mind, one of the most powerful factors in salesmanship. It is a marvelous power and that power is exercised through the subjective mind, the mind that never sleeps. We cannot devote space in this lesson to discuss suggestion and auto suggestion so they will be taken up in a later lesson. The man who understands this great power of suggestion can not only double his income but his influence. A suggestion is made to the objective mind; the objective mind conveys it to the subjective mind, and the subjective mind tends to produce action. You may make a proposition to a man to-day and it will have no effect upon him. The suggestion is lodged in his subjective mind. He cannot shake it off. To-night while his objective minds sleeps the subjective mind considers the suggestion. To-morrow he has changed his mind and comes around to your way of thinking because he could not help himself. But the salesman must understand suggestion and understand just how to properly give this suggestion, if it is to have the proper effect.

Salesmanship Covers a Vast Field.

¶ This subject of salesmanship is such a broad one that it is impossible to do more in this lesson than touch some of its many and varied phases. Sales-

manship not only covers the work done by the man behind the counter, or the one who goes from door to door, or from office to office; but it enters into all the activities of the selling end of business. It does more than that; its roots permeate every avenue of the factory and go clear back and are deeply imbedded in the subsoil of the producer.

¶ Advertising is one form of salesmanship. It is salesmanship by the literary method. The principles which hold good in salesmanship are also fundamental in advertising. Business-getting letters are purely salesmanship by another form. Strange as it may be, many salesmen who seem to understand how to arouse the interest in a personal interview forget, when writing a letter, to use the same method. The man who has mastered the science of selling by personal contact, by letter writing and by advertising, wields a power that few possess.

¶ Knowledge is the basis for all action. The man who acts does so because he knows and feels. Action is always the result of knowledge. Enthusiasm is the direct result of intelligence. An individual must know in order to *do*. So let us dig down a little deeper and consider four more factors. These four factors are so broad that they cover the whole field of business activity. They are as follows: *The producer, the manufacturer, the trader or salesman, and the consumer.*

¶ The producer may be a Chinaman who produces silk from the worm. He may be a Southern cotton raiser who produces the raw cotton. In either case, his raw product is sold to the local dealer, from him it goes on to the larger dealer and from there to the factory. From the factory it goes to the jobber or

wholesaler, from him to the retailer, and from the retailer to the consumer.

¶ The merchant and salesman of the future will understand, as far as possible, every process through which this material goes from the time it leaves the producer until it is sold finally to the consumer. The salesman—and when I say salesman let it be understood that I consider every man who has handled these goods a salesman, from the producer who sold them first, to the retailer who finally sold them to the consumer—the salesman who understands all these processes together with the processes of manufacture, as far as it is possible for him to learn them, knows what he is talking about. When he is selling a suit of clothes, he will know just what they are made of and something about the weave formation. He will be able to give the customer expert advice in regard to them. He will be able to give him the *reasons why*. His aim will be not only to satisfy the customer then, but to have that satisfaction continue until the goods are worn out, so that the customer will return again for another suit.

¶ Let us remember that no salesman can be enthusiastic over selling anything unless he thoroughly understands it. The salesman who knows and is enthusiastic, other things being equal, is the one who gets the results. Let us suppose our salesperson is selling lace. This point was brought up in one of our classes in San Francisco by the head of a department in a large store, who was one of our students. He wanted to know what good it would do for the saleswoman to know where the lace was made or how it was made. He said she might have three different kinds of lace before her when the customer came in. The customer didn't know the difference between lace

manufactured in Zion City, in England, or in any other part of the world and neither did the saleswoman, and he didn't see why she needed to know. The reply to that question is very simple. The aim of the salesperson should be to act as an *expert adviser* to his or her customer. How can the salesman be an expert adviser if he doesn't *know?* Furthermore, how can he have any interest in the article, or any enthusiasm in making the sale if he doesn't know? This same principle holds good no matter what you are selling. It is fundamental. Just stop a moment, my reader, and apply this test to the work *you* are doing and see how nicely it will fit. Once we learn the fundamental principles of salesmanship and learn how to apply them, we are in a fair way to master this great Science of Distribution.

¶ In studying this great subject we take excursions into nearly all the fields of learning and of life. We must make a scientific study of man, and a scientific study of selling, and a scientific study of the goods. so you see this study of salesmanship is not only broad and deep but very interesting. In studying the individual we are led into making a scientific study of human nature. We are obliged to call to our aid the principles of logic, of psychology, of philosophy and of ethics.

First Principles in Selling.

¶ Many salesmen have never thought there was such a thing as a psychology of selling, a series of mental processes through which the mind of their customer must be taken before the sale was consummated. I have asked many of them, and some who were college graduates, how they make a sale and they said they didn't know—they just made it—if they could.

If I were to ask a physician what he would do in treating a case of diphtheria he would soon tell me. If I were to ask a lawyer what kind of a brief he would make out in preparing to defend a man accused of murder, he could easily tell me as soon as he had all the facts in the case. If I were to ask a famous pianist how he became noted he would tell me he first made a study of the underlying principles of music, of harmony and when that was done he *practiced.* But when a salesman is asked how he makes a sale he says he just makes it—if he can.

The Seven Mental Processes.

¶ Here are the seven mental processes though which the mind of the prospective customer must be taken before the sale is made:

¶ First,—He must be met; the introduction is the first step.

¶ Second,—His attention must be attracted toward the article to be sold. *To do this the salesman must be able to create an immediate favorable mental sensation in the Prospective Customer's mind.* The reason many salesmen do not get a hearing is because they are unable to create this favorable mental sensation immediately.

¶ Third,—The salesman must arouse the Prospective Customer's interest.

¶ Fourth,—He must convince him that it is to his advantage.

¶ Fifth,—He must create his desire for it.

¶ Sixth,—He must make his prospective customer resolve to get it.

¶ Seventh,—And most important, he must know how to close the order.

¶ Many salesmen succeed in doing six-sevenths of the work very well but fail on the last seventh.

¶ Each one of these processes is separate and distinct. The man who does not understand them and understand just how to carry his customer through each step is simply working at random. Remember that to fail in handling one step is to fail in all of them. You may do everything but fail to produce an absolute conviction as to the value of the product, and that one little failure will cost you the sale. *Remember that no chain is stronger than its weakest link; and remember that all the mental processes are no stronger than the weakest one.* In other words,—your ability to handle all the mental processes is no stronger than your ability to handle the one you are least able to handle. No mental process is stronger than its weakest mental link. Faliure, therefore, may be the result of a little weakness. *BEWARE OF THAT LITTLE WEAKNESS!*

Get on Customer's Side of Fence.

¶ While these processes will be discussed fully in future lessons, we wish to call attention to one or two interesting features here. *The first thing for a salesman to do is to get over on the customer's side of the fence.* This is very vital. Your prospective customer doesn't care one cent for you or for what you have to sell until you can show him that you have something that will *benefit him.* Your customer is not working himself gray-headed for his health. He is doing it for what there is in it, for money to support himself, or himself and family. The first statement you make to this man must be a statement which you know will interest *him.* That statement won't be about yourself and it won't be about your goods.

The patent medicine ad is a good illustration of this. It just makes a man feel sure he has consumption. When it has done that the poor victim will ask for a remedy. If you can prove to a man that a certain proposition will enable him to earn a good per cent. on his investment he will ask you what it is and where he can get it. If you first try to sell him such an invention he will laugh at you. You must first create his *desire* for what you have to sell before you begin your appeal.

¶ Only a few salesmen have the right conception of just how to become salesmen. No man can become a great artist, a great musician or a great orator who works contrary to the laws of nature. Trained men have studied the action of the human mind for centuries and they have worked out what is called psychology, which is a study of mind, a study of the mental processes. Every salesman should make a study of psychology because he is succeeding only as he is working in harmony with the laws of the human mind. He may break a good many of those laws and still make a fair success, but if he disregards too many of them he will end in failure and the worst of it is he doesn't know why. "The Science of Applied Salesmanship" applies the principles of logic and psychology in making every conceivable kind of a sale, but it does vastly more than that. Our aim has been to teach the student the fundamental principles of salesmanship and psychology so that he would always know how to so organize his own mind that he might work in harmony with and take advantage of nature's laws as they govern the human mind.

¶ My teacher of oratory, who is himself a brilliant orator and lecturer, told me once that no lecturer could prepare a good lecture in less than two

years—a lecture that would stand the test and win popular favor. A lecture is after all simply a selling talk that produces results. If a lecturer must spend in the neighborhood of two years preparing his selling talk before the public will accept it, and pay him from fifty to a hundred dollars a night for it, how in the world do you expect to win maximum success as a salesman after spending but a few days at best on your argument?

Arguments Scientifically Prepared Get Business.

¶ The first thing you must do is to prepare your material. When you have that done you must analyze it and organize it. You must remember that your customer's mind is a blank to your proposition. If you would create a perfectly clear picture in the mind of your customer, that picture must first stand out clearly and distinctly in your own mind. If the picture of the sale you wish to make is in a hodge-podge, unanalyzed condition in your own mind, your prospective customer will get a muddy, hodge-podge idea of it and, of course, you will neither create his desire nor arouse his conviction.

¶ There is a good and a best way to present every argument. You can't expect to sell many goods until you have built up such a logical selling talk and know how to present it in such an earnest, enthusiastic manner as to thoroughly convince your prospective customer as you go along. Before you approach your customer you must have your arguments so logically arranged that they stand out as clear as crystal in your own mind. If an objection comes up it should be disposed of at once, but the

talk should be so clear and convincing as to anticipate and answer any possible objection before it is made.

¶ One great value of committing a selling talk to memory lies in the fact that such an argument is supposed to be the best argument, one that is getting the best results, and an argument which is logical develops a logical mind in the one who commits it and uses it. No man can, or should, expect great success as a salesman until he so learns the laws of the human mind, the great principles of logic and psychology, that he can prepare and present a logical argument himself, and know just what kind of an argument is needed in order to produce conviction. A good salesman, a good talker, must first be a clear thinker. Remember always that your customer's mind is a blank. Think of yourself as an artist. Remember that an artist sees the completed picture in his mind's eye, his imagination, before he begins to paint. He sketches the outline first and then begins to fill it in. If he daubed on the paint promiscuously he would spoil the picture; a little touch here and a red line there puts life and reality into the picture and soon it stands out as plain and natural to the onlooker as it first appeared to the painter. The aim of the salesman should be to paint his picture on the human mind with the skill of the artist; every argument should come in the right place. The salesman should not present his strongest points first as that might excite suspicion. He should work up to a final climax.

¶ The student should study this course in the same way. He should become thoroughly grounded in the basic principles first, in order to thoroughly understand and appreciate the framework later on.

¶ No salesman can become a good talker until he first becomes a clear and logical thinker. He must know his goods, he must have his knowledge analyzed and know how to present it simply, clearly and logically. He cannot do this unless he develops a logical mind and becomes a clear thinker. With this as a basis he can, with the aid of trained expression, become a great salesman.

¶ The schools and churches, and places of public entertainment might close for one month and there would be little suffering, but let the salesmen of the world all go on a strike for one month and the industries of the whole round world would be paralyzed. The salesman supplies the necessities of life; he is one of the world's greatest civilizers and educators.

A Group of Suggestive Paragraphs.

¶ The salesman convinces the customer when he makes him see the situation as he sees it; just as the lawyer convinces the jury when he makes them see the crime as he sees it. Merely pounding away at a man will not convince him. To convince a man you must make him believe what you believe. To do this you must give him the same evidence which compelled your conviction.

¶ Can you so express your thought that your customer will see the same mental picture you see and feel the same conviction you feel? We convert men to believe as we believe, not by urging them but by giving them the evidence, the reasons, in such vivid language, so logically arranged, so skillfully organized and grouped and with so much burning enthusiasm that they appeal to the imagination, the mind's eye, as vividly as a work of art appeals to the human eye.

¶ Don't try to get the order until you have your prospective purchaser convinced. Thousands of orders are lost by so doing. If you do by chance get his order before he is thoroughly convinced, he may back out later. When a man is under the power of conviction he is bound to act. *Convince him.*

¶ When trying to sell an individual goods never make a negative suggestion to him. Untold thousands of dollars' worth of sales are lost in this way. If you are showing him hats and think you might sell him a panama don't say, "I don't suppose you would want a panama?" How do you expect to sell a panama if you suggest to him that he doesn't want it? Instead you might say, "I have some handsome panama hats here that I consider very fine."

¶ Don't say to a person when showing an article, "That doesn't look bad." It would be better to say, "That looks very fine." When you think he has bought all he desires don't say, "Now will that be all?" This is a suggestion that it is all he wants. It is better to say, "Now what else?" or, "Isn't there something else you would like?" This last induces the mind of the customer to think of what else he might want. Always ask the question in a positive manner.

¶ Many insurance men are bores, not because they do not understand insurance but because they do not understand the human mind. They continually say, "Take some insurance; you ought to have some insurance." They might just as well go out and bay at the moon. They don't seem to realize that the prospect's mind is an absolute blank as far as insurance is concerned; just as much a blank as a painter's canvas before the painter applies the brush. The insurance man must learn how to sketch the picture of insurance on the blank mind of his customer with as much skill

as the artist uses on his canvas. He paints in vivid and brilliant colors the customer's duties to his wife and family. He draws in brilliant lines the value of his particular policy. Stroke by stroke he fills in the picture until finally his prospect sees the need for insurance just as clearly as the salesman. Conviction has been produced and the policy is issued.

¶ Imagination is the image-making power of the human mind. Imagination is the seat of constructiveness. Our great railroads and steamships and factories and corporations and inventions were at one time simply air castles of the imagination. The man who builds no air castles, who dreams no dreams, who sees no great possibilities for himself in the future, who does not think of himself as one of the leaders in some great enterprise in the future, will in all probability never be a leader. Columbus discovered a new world by using his imagination. The student who reads and studies these lessons should feel hourly and daily that this Science of Applied Salesmanship will enable him to ascend the ladder which leads to great success. He should daily suggest to himself that he can and will become a great business man, and a great leader. If he does this he will see himself day by day growing into the image which his imagination created.

¶ Imagination, Will, Reason and Judgment are primal faculties of the human brain and can be developed by proper use. Of all the faculties of the human mind the "Will" means most to the salesman. The man of aggressive determination can compel himself to do whatever he desires to do. There is the aggressive will, the punctual will, the conquering will, the dogged, persistent will, the assent-compelling will, and the tactful or diplomatic will which enables one to adjust him-

self to another, who may be distasteful to him, for the other's pleasure and their mutual profit.

¶ The traveling salesman of the future must not only know his goods and how to sell them, his customers and how to convince them, but he must be a traveling educator in addition. Our salesman must know how to teach the merchant the best methods of selling goods. In this way the merchant will sell more goods, the salesman will sell more goods, the house will sell more goods and they will all profit by it. The salesman who knows how and acts upon this suggestion will find competition dwindling to the diminishing point. Who wants to quit dealing with a salesman who has business-getting ideas to offer free of charge?

¶ The greatest salesman is the one who is learning all the time and thinking all the time, continually digging deeper into his subject for better ideas and better arguments. The cry of the hour is for a broader knowledge and more thoroughness.

¶ The ability to use the English language well is one of the great objects of a true education. A salesman should continually study to improve his English, and his method of expression. He should strive to increase his vocabulary. Nothing so marks the man of good education as his ability to use good English and give good expression to it.

¶ Inability to close an order to-day—now—is the millstone around the neck of nearly every salesman. Men and women refuse to decide to-day—they want to put it off. After making your plea and coming up to the order point you may be met by this common objection: "Well, I will think it over and let you know in a few days." The salesman who can produce conviction and compel decision immediately is earning a large

salary. The following line of argument is very effective in meeting this objection:

¶I appreciate your desire to give the matter further thought, but you are really better prepared to make a decision to-day than you will be in a week from now. You see we have talked over every point carefully. The points are clearer in your mind now than they will be later. Your good judgment tells you that to decide NOW is the wise thing to do. It may take a little courage on your part to do it. You know it is the easiest thing in the world to put off making a decision. But you will agree with me, Mr.——, that one of the strongest characteristics of successful men is their ability to decide and act after once deciding that it is the wise thing to do; and that is just what you are going to do. Your judgment and intelligence tell you this is the thing you ought to do; your feelings and best interests make you realize it. It is only necessary now for your will to act and that can be done by putting your name on this line right here.

¶The best way to defeat competition is not to talk about it. Do all your talking about your own proposition. Remember that every knock is a boost. I believe in elimination by substitution. Eliminate the other fellow's proposition by putting up one which is so much better that your prospective customer will forget all about what the other salesman said.

¶Watch every minute in the day as carefully as if it were actual money. You would have a man

arrested who deliberately stole your money but how often do you permit your friends to steal your time, and how often do you permit yourself to idle away an hour without accomplishing anything.

¶ Remember that good appearance, good personality, aggressiveness, enthusiasm, earnestness, sincerity, and hard work will work wonders.

¶ Cheerfulness, courtesy, and tact are the lubricators of business. Cultivate a smile and a cheerful countenance. It pays.

¶ I care not whether you have much or little talent for selling goods, the only way you will ever make a great success as a salesman is to carefully and assiduously study the science and art of salesmanship and put into practice at the first opportunity the new ideas you have learned. Thousands of salesmen cannot originate first-class business-getting ideas but they can use to great advantage ideas which have been originated by others. One aim of this course is to furnish salesmen with some of the best selling arguments ever originated, but another and larger aim is to teach salesmen how to originate and how to use first-class business-getting arguments of their own.

¶ Men in this day and age haven't time to hear long arguments and long debates. Boil down what you have to say. Remember that ideas sell goods always, but long drawn-out words never do. Be brief and to the point. Try your best to make your sale at the first interview. First sell the article to yourself. Believe in it. Believe in your company and believe in yourself. Be full of conviction, then you will saturate your argument with conviction. Determine always to make the sale *now*. Let your mental attitude be one of positive conviction.

¶ Lincoln took up the study of geometry when in the midst of a busy life in order that he might be more logical in answering the arguments of his adversaries. If the study of salesmanship ever appears dry to you remember the value which the great Lincoln derived from studying a subject as dry as geometry. Our success is largely in proportion to the efforts we put forth. By putting forth great efforts we will accomplish great results.

¶ There is a science of salesmanship and there is an art of salesmanship. They are both vital, essential, and distinctly separate from one another. Science, according to Herbert Spencer, means "Organized knowledge." Science as it relates to salesmanship means the organization, correlating, and systematizing of the principles of salesmanship which have stood the test of reason and experience. Art consists in doing. As it relates to salesmanship, art is the application, or making such use of the scientific principles of salesmanship as to gain the largest measure of success, or make the highest possible percentage of sales to those solicited.

¶ Every successful salesman, whether consciously or unconsciously, uses some of the scientific principles of salesmanship, but not being understood they are used at random and the results are uncertain. A clear understanding of the science of salesmanship, and the best methods of applying that knowledge produces double the results with half the effort.

¶ In this lesson we have stated some of the fundamental principles of salesmanship, but the cornerstone upon which this beautiful super-structure must rest is character. The finest trained mind in all the world is simply a mockery if it is not builded on the solid rock of character. Of what value is a brilliant intel-

lect, a great fortune, and national fame, if the guilt of grafting drives its owner to a premature grave? Such a life is worse than wasted. When young men learn that trickery, crooked dealing and graft are in every case absolutely suicidal, and that true and lasting success never has and never will be builded on anything less than absolute old-fashioned honesty, they have taken the first step toward a successful and self-satisfying career.

Suggestive Exercises

1. *How should a clerk best occupy his idle time in a store?*
2. *What do you expect to gain from this study?*
3. *What is salesmanship?*
4. *How many factors enter into the making of a sale?*
5. *What have you to say about health as it relates to success in business?*
6. *What do you believe the study of this subject will do for you?*
7. *In making an exhaustive study of business, what four classes of business men do we discover?*
8. *What can you say about selling goods which the salesman knows nothing about?*
9. *Why should a salesman work in accordance with the laws of the human mind?*
10. *What can you say about holding the picture of the sale in your own mind?*
11. *Why should a salesman commit a selling talk to memory?*
12. *What is the difference between science and art?*
13. *Write a fifty word essay on how you would introduce yourself and apply for a position.*

Lesson VI.

Mental Analysis

A GREAT thinker has said, "The greatest of all industries is the making of men, to strengthen, ennoble, and render mighty the race of human intelligence. The rational mode of procedure must depend upon a knowledge of the faculties of the mind and the most effective condition for their employment." To do this we must study and think. Theodore Roosevelt said in one of his foreign lectures, "Now I am fifty years old, and if I had stopped learning, if I felt now that I had stopped learning, had stopped trying to better myself, I feel that my usefulness to the community would be pretty nearly at an end."

¶ We see it is absolutely necessary to study and keep up with the times as well as down to earth. You cannot afford to worship your ideas and methods because they are good. The fact that they were good yesterday, and are good to-day does not mean that they will be practical and most successful five years from now. Business conditions and business methods have undergone a great change in the last ten years. Conditions in this country are changing so rapidly that business methods will be revolutionized during the next ten years. Only those who have sufficient cour-

age and foresight will be successful. The others will fall by the wayside. Some of the greatest selling organizations of the country have almost entirely changed their methods during the last five years. They have been successful because they changed in order to meet changing conditions. Others clung tenaciously to the old methods, believing they could be applied to the new conditions. They failed before they realized what was wrong.

¶ Man is the foundation of all business success. If he is built right and works rights he is bound to be successful.

¶ I am going to so analyze man that you can readily tell how to analyze yourself, eliminate your weaknesses and develop your strong points.

¶ One of our great thinkers has given us this analysis. He says, "*By means of the intellect we know, by means of the sensibilities we feel, and by means of the will we choose; and in their co-operative action there is the movement and experience of man's mental life.*" One of the objects of this course is (1) the development of a keen analytical intellect as a result of a study of knowledge that is organized, tested, practical and successful. (2) The ability to appeal to people and persuade them through an analytical knowledge of the emotions or sensibilities. (3) The ability to choose and decide and induce other people to do the same at our suggestion, as a result of a developed will that makes a man a commanding leader in the affairs of life.

¶ These three are the great mental trinity. As a result of their proper development and use, man can transform himself from a weakling into a brilliant, capable leader. Dare to let this thought grip your life. Use it as a leverage to place yourself in the posi-

tion which you know in your own heart you are capable of filling. Remember, "*No being can be great without making himself great.* He is, therefore, forced to depend upon his own resources so that there may be a continuous development of his powers."

¶ In order that I may help you to get a clearer idea of the three great mental factors, the intellect, the sensibilities, and the will, I have prepared the following chart for you. *It shows the proportionate development of the three great mental factors in the various types of people.* It is understood that will means both choice and action, as it requires will to choose, decide and act.

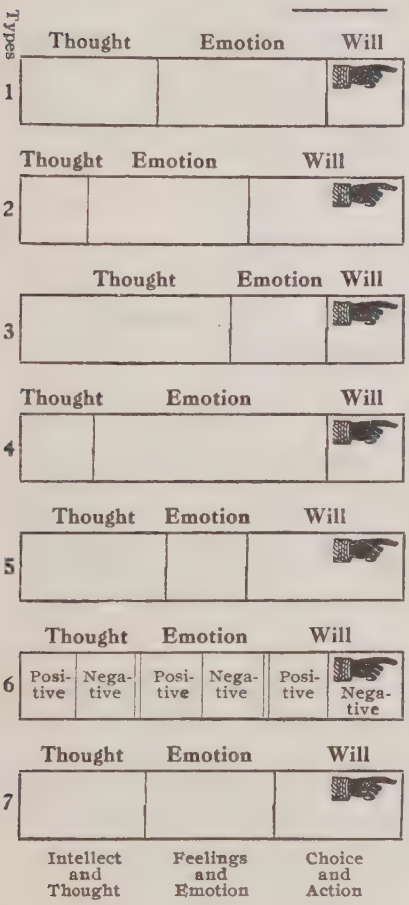
¶ Analyze yourself in accordance with this chart and determine to which of the seven types you belong. Determine which type you will *strive* to belong to. Determine which brain force now dominates you, and where you are deficient. When you find out where you are weak, do everything in your power to overcome it.

¶ From the mental types indicated you realize that a man may have a splendid intellect but still be a failure because he hasn't developed leadership. He does not take the initiative because his will is not developed. Every man who has ever spent four years in a college or university will tell you about some of the brightest students in school, young men who were brilliant students of Latin, Greek or mathematics, young men whom the student body thought had great careers ahead of them, but who later on were found raising a few chickens, doing carpenter work or something similar. And why? Simply because they had only developed their intellects. They had done nothing toward developing their wills. A man without a will is about as helpless as a ship without a rudder.

Summary of

Three Great Mental Factors

Intellect, Sensibilities and Will as Found in Different Individuals. Choice and Action Are a Part of Will.



¶ One more illustration. You occasionally hear a scholarly sermon from a preacher who does very well in the pulpit, but who is a failure as a leader and an organizer. He, too, has failed to develop his will. Again you hear a poor sermon from a preacher who is a splendid leader and organizer. His will is developed but his intellect is neglected. The ideal man, like the ideal preacher, is the man whose intellect, emotions and will are developed equally; the man who can both think and act. He is a thinker of thoughts and a doer of deeds.

Analysis of Types

1. Thought and Emotion Developed but Weak Willed.

¶ Weak in decision and action, and without definite purpose. Such a man may be bright, intelligent and capable except that he is lacking in initiative, lacking in constructiveness and perseverance. He does not seem to possess the mental energy to decide and act promptly. He lacks nerve. He is apparently either too much afraid or too lazy to try.

2. Thinks Little but has Strong Emotion and Action.

¶ The loud-mouthed man who is lacking in judgment and common sense.

3. The Thinker who has Little Feeling and Will.

¶ The thinker, philosopher, theorist, talker and perpetual motion man who has a fantastic remedy for everything; who is lacking in feeling but not aggressive enough to either decide or act.

4. Has Excess of Feeling but Thinks Little and is Weak Willed.

¶ The sentimentalist swayed by his emotional nature. Lacks concentration and ability to think logically. Is slow to decide or act, and because of untrained judgment is as likely to make an unwise decision as a wise one. Drifts with his environment. Such people are effeminate, changeable and capricious. They lack the power to think and act. They are harmless, purposeless people who depend upon luck and whine because of their bad luck. They lack the ability to recognize an opportunity, and the courage to act if it is pointed out to them. Such men lack thought, originality, concentration, purpose and perseverance. They look for something to turn up instead of turning it up.

5. Thought Power and Will Power Large, Emotion and Conscience Small.

¶ The man of intellectual equipment and strong will, the man of keen analysis, good judgment, concentration, ambition, determination, and unlimited will

power. The man who cares little for conscience, whose ideal is the dollar and who proposes to get it by fair means if he can, but some other way if he must. The man who thinks business is war, and that all is fair in war. The man of the cold intellectual type of Caesar and Napoleon and some of our modern Captains of Industry.

6. Where Negative and Positive Qualities Nearly Equalize Each Other.

¶ This is simply an illustration of the negative qualities to be found in the other six types. A man's intellect, sensibilities and will are strong simply in proportion to the development, separately or unitedly, of their positive forces and the elimination of their negative qualities. The object of this chart and analysis is to give you a better foundation for your study of man building, and a clearer understanding of personality development through the development of the positive qualities and the elimination of the negative, as found in Lesson II.

7. The Man of Symmetrical Development.

¶ The all-around, normally developed man. The man of intellect, the man of heart and conscience, and the man of will. The man who wins success in accordance with honesty and not in spite of dishonesty. The man who is the brains and conscience of this country. The man, who, like Marshall Field, built a reputation for absolute reliability and honesty rather than the man who disgusts trade and drives it away by marking $1.00 shirts up to $1.50 and then marking them

down to ninety-five cents. Honesty of the Marshall Field kind made Field the greatest merchant in the world. Dishonesty of the other kind, while sometimes temporarily profitable, usually drives a man, either out of business entirely, or else into the junk dealing class.

¶ The law of mental growth is the same as the law of physical growth. It is this, "Correct exercise of any organ develops that organ."

¶ This lesson could be continued indefinitely, but enough has been said to show you that to be successful a man must build himself and his business upon the foundation shown in type seven. In building a business we consider the profit we make to-day as incidental to the profit we expect to make. *It is one thing to get business, but it is quite another thing to hold it.* If we are ambitious to get all the profit we can out of to-day's transaction, regardless of the effect upon the future we cannot call ourselves business builders, but business killers. *Business building is based upon the law of mutual benefit, good service and satisfaction.* Business killing aims to "do the other fellow" as soon as possible and as long as he will stand for it. It registers its own doom.

¶ Salesmanship is a mental battle between the man who wishes to sell and the man who isn't sure he wants to buy. When a salesman and a prospect come together the one with the best and strongest arguments usually wins. A salesman always meets an argument and a lot of objections in opposition to his own. A strong salesman always batters down these objections and overcomes the arguments. The weak salesman listens to them and forgets his own. Instead of influencing his prospect he permits his prospect to in-

fluence him. When two men come together to consider a proposition the best man usually wins. ***Be that best man.***

Suggestive Written Exercises

Write a hundred word essay on the mental factors you feel that you need to develop.

Write a hundred word essay on the man whose intellect predominates.

Write a hundred word essay on the man whose emotions predominate.

Write a two hundred word essay on the man whose will is his predominating characteristic.

Question: Is a man whose will power is highly developed best adapted for an inside detail position or an outside leadership position?

LESSON VII.

The Mental Law of Sale

Why Mental Science is Behind Physical Science.

I AM going to make the statement, and I do not expect to have it disproven, that Material or Physical Science is at least fifty years ahead of Mental Science, which includes Business Science.

¶ By the knowledge and use of physics and chemistry, mineral ore is made to give up the last particle of value. As a result of the same knowledge every particle of the steer and hog are utilized. As a result of the knowledge of the science of mechanics machines have been invented which have doubled and quadrupled production. As a result of this same knowledge, machines, like the cash register and the adding machine have been devised which have revolutionized modern systems and modern business organizations.

Lack of Individual Efficiency.

¶ But during all this time the efficiency of the individual worker back of the machine has not been greatly increased.

¶ Go into any first-class store and you will find an up-to-date National Cash Register standing in front of the counter. The tools to make this machine cost $600,000.00. It cost nearly half a million more to invent and perfect it. Here is a machine that has cost a million dollars, and look what it does! It gives the merchant a complete system, an absolute record of his day's business. It gives a total record of cash sales, credit sales, money received on account and money paid out, for the day. It even gives an itemized record of each transaction for the day and who is responsible for it. It has been called "A human brain in a steel box."

Machine More Perfect Than Man.

¶ Here is this machine in *front* of the counter, that has cost a million dollars and simply *records* the sales, but how about the man *behind* the counter who *makes* the sales? Practically nothing has been spent on him in special training in order to make him as efficient in *getting* the business as the machine is in *recording* it. Don't you see the inequality and business absurdity in the comparison? Will copper and steel alone do the work of the Cash Register? No, certainly not, unless they are first mixed with the million dollars' worth of brains. At first they are only the raw material. Will raw brains do the work of a first-class salesman or business man? Why, it is unreasonable to expect it until this raw grey matter is first mixed with the right kind of education.

¶ Steel rails are worth in the neighborhood of $28.00 a ton. This same steel, when put through the proper processes of refining is worth $12,000,000 a ton as watch springs.

Man can Increase His Efficiency.

¶ The average man apparently does not realize that he, too, can increase his value similarly by proper processes of refining. But it can be done. A man can either remain in the steel rail class and be good only for things to run on, or he can get into the watch spring class and run the whole works. I wish I might in some way so impress this statement that you—*just you*—who read it now could and would take this home to yourself and realize that it means *you*. That *you* can do it if you *will*.

¶ I will now show you why the mental world is so far behind the mechanical world. "Mechanics is the science of the actions and functions of machinery." "The science of mind action and function is psychology." Machinery is something practical, tangible, something that for generations men have been able to see and feel and handle with the hands. Therefore the rapid advance. The mind has been something intangible, unseen, therefore unknown, and by the majority, supposedly unknowable.

Man has been Ignorant of Self.

¶ The reason man has failed to advance mentally is because he has failed to understand himself and his fellows. He has failed to understand the laws governing his mind. He has failed to understand human nature, the feelings, habits, instincts and thought processes of himself and his fellows.

¶ Of course, we have had psychologists but they have been mostly theoretical men and for that reason they have been unable to show the average man how

to connect their theoretical principles to his practical job. In other words, the psychologists have been, in large part, so far "up in the air" that it has been almost impossible for the average man to see any relationship between their theory and his practice, and there is a good reason for that, too—a reason which neither class has apparently understood.

Average Business Man Has Little School Education.

¶ I am safe in saying that fully 90% of the business men of this country have received little better than a grammar school education. For that reason they have difficulty in learning the principles that underlie business, and how to apply a principle to different transactions. Right here is a good principle. I have found that the retail salesman cannot at first appreciate the mental law of sale when applied to specialty salesmanship, and that the specialty salesman does not appreciate the value of the mental law of sale when he sees it applied to the sale of goods at retail. Neither class of men is able at first to make the application of the principle until shown how. For that reason we make the application so clear that it is easily understood by all classes.

The Mental Law of Sale.

¶ With this preliminary explanation I propose to discuss the Mental Law of Sale, the mental processes through which the mind must be taken while the sale is being made, and make the application so clear from many points of view that anybody can understand it.

¶ In order that I may throw a little more light on this subject, right at the beginning, I am going to quote from two great specialists. The one is Prof. Walter Dill Scott, head of the Department of Psychology of Northwestern University. The other, Hugh Chalmers, President of the Chalmers Motor Company. Prof. Scott has made a deep study of business and has written more and better on the subject of business psychology than any other psychologist. Hugh Chalmers, on the other hand, is one of the most brilliant young salesmen, general managers and business generals of this generation. Their opinions are valuable.

Man Neglected Factor in Business.

¶ Prof. Scott says: "Man is the one neglected factor in business, and the most important. Men who know how to get maximum results out of machines are common. The power to get the maximum of work out of subordinates or out of yourself is a much rarer possession. Of the elements involved in production or distribution, the human factor is to-day the most serious problem confronting the business man. The individual remains to be studied, trained and developed—to be brought up to the standard of maximum results already reached by material and processes. The development of the efficiency of the individual worker has remained stationary. The reason lies in man's lack of real knowledge of his fellows—knowledge of their feelings and mind workings, habits and instincts."

Easier to Make Things than to Sell Them.

¶ Hugh Chalmers says: "I have been in the manufacturing business nearly all my life and I have

found that it is much easier to make things than it is to sell them. It took me some time to figure that out. It finally dawned upon me that the difference is caused through the fact that in one case you deal mostly with machinery and metals while in the other you deal entirely with the mind. Machinery is a fixed quantity. You know exactly what a machine can do and exactly what it will do under given conditions. It is very often automatic and requires little attention from anyone. It is nearly always the same. It never changes its mind. It is seldom influenced by outside conditions. When you get on the other side and try to deal with humanity you face very different problems. Humanity thinks. It has feelings. It has sensations, decisions, prejudices. It changes its mind. It is influenced by environment and the conditions surrounding it."

¶ Do you realize how similar the two opinions are? The one from a professor, the other the president of a great manufacturing concern.

A Sale Takes Place in the Mind.

¶ I believe with Hugh Chalmers that "a sale does not take place in a man's pocket, or in his pocketbook, or his check-book, but it first takes place in his mind. In order to make a sale you must convince a man's mind. When you approach him he feels that he does not want your goods. You feel that he should have them and would buy them if he knew as much about them as you do. In order to sell him you must change his mind and bring it around to agree with yours. When we once put salesmanship on this broad plane of convincing the other man's mind, it doesn't

make any difference whether we are trying to sell a house and lot or a paper of pins."

The Mental Processes.

¶ I will now enumerate the mental processes through which the mind goes while the sale is being made. These processes are so important that if one of them is skipped the result will very likely be failure.

¶ The first step in making the sale is the introduction or approach, the next is getting the attention, then arousing interest, producing conviction, creating desire, creating resolve to buy, and last and most important, closing the order.

¶ There are several processes here enumerated and some of them blend very closely into the others, but I consider them all essential in order to make this law as clear as crystal to every salesman who studies it. It can be abridged as follows: Attention, interest, conviction, close, but in so doing it omits the introduction and the desire to purchase. It just gives one kind of conviction and there are really two. The man is first convinced that the proposition is a good one. He becomes satisfied of this, then he desires it. He next resolves to get it, which means that he is convinced he ought to get it.

The Introduction.

¶ We will first consider the introduction and what may be called the approach. The two individuals meet. The salesman greets his prospective customer and sometimes shakes hands with him, but not always. I want you to think of this salesman as the party of the first part. His sole object is to convince and per-

suade the party of the second part to think as he thinks, feel as he feels, and act as he would like to have him act. But how? Here is where the laws governing the mind must be considered. If they are not considered, either consciously or unconsciously, or if only part of them are broken, the interview is likely to result in failure.

¶ When the party of the second part is met he is curious. He is anxious to know what his visitor wants. If the salesman sells pianos, and says: "My name is Jones, and I want to show you a piano, or I want to know if you don't want to buy a piano," his prospect will very likely say, "No, I do not," and walk away, simply because the salesman has failed to approach him in the right way, and has therefore broken one of the first laws leading to the successful culmination of the transaction. He has failed to address his prospect favorably. He has antagonized him just a little, by failure to get over on his side of the fence and address him from his point of view.

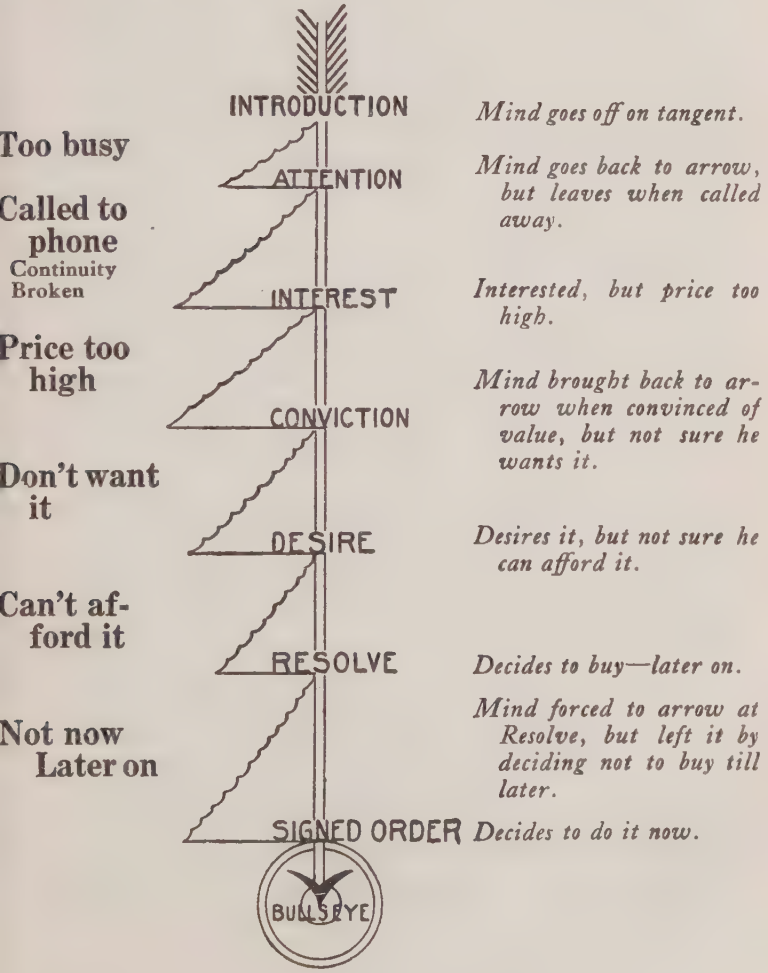
¶ Let us suppose that he addressed him like this, "Mr. Brown, my name is Jones, I represent the Blank Piano Company and I was referred to you by Mr. So and So who said you were in the market for a piano. The object of my visit is to show you that the Blank Piano will give you better service for the money than any piano made."

Appeal to Customer from His Point of View.

¶ Don't you see that in this case the salesman immediately talks to his customer from the standpoint of his customer's *interests* and *needs*, and not from the standpoint of *his* desire to sell? It is one thing, therefore, to meet a man and greet him, but to get his

Salesman and Customer

The crooked lines on the left indicate where the prospective buyer's mind left the Arrow as result of objections. The straight lines back to Arrow indicate power of Salesman.


INTRODUCTION
Too busy
ATTENTION
Called to phone
Continuity Broken
INTEREST
Price too high
CONVICTION
Don't want it
DESIRE
Can't afford it
RESOLVE
Not now Later on
SIGNED ORDER
BULL'S EYE
Mind goes off on tangent.
Mind goes back to arrow, but leaves when called away.
Interested, but price too high.
Mind brought back to arrow when convinced of value, but not sure he wants it.
Desires it, but not sure he can afford it.
Decides to buy—later on.
Mind forced to arrow at Resolve, but left it by deciding not to buy till later.
Decides to do it now.

attention away from you and directed favorably toward your goods is a different thing. Getting the attention, therefore, I consider the second step. But what do we really mean by attention? It is "The application of the mind to any object," "Earnest consideration," "Consciousness voluntarily applied to some determinate object," it is "Consciousness concentrated."

¶ Suppose we see how to gain the attention in selling goods at retail. I heard a clerk say to a customer one day, "You wouldn't want any oranges would you?" Of course the customer said, "No." Didn't the clerk tell him he did not want any by giving him a negative suggestion?

¶ Here is the way one of our students attracted the attention and made the sale of a dozen oranges. Note the contrast. "We have just received a carload of large, juicy, sweet oranges direct from Florida. They are only forty cents a dozen and I believe you would like them." While saying this he picked up an orange and handed it to his prospective customer.

A Negative and Positive Comparison.

¶ Here is another comparison. The one is negative, the other positive. The one is contrary to the Mental Law of Sale, the other is in harmony with it. The negative is doomed to fail. The positive leads in the direction of success. The following is the negative.

¶ A traveling man walked into a store and said he represented So and So handling a certain line of goods, and said to the merchant, "Are you in need of anything in my line?" The merchant said, "No." "Well", he said, "I have a very good price." The merchant said he wasn't interested, so the traveling

man said he would call again. The positive comparison follows:

¶ There was a circus in town and the small boy rushed up to his father and said, "Papa, give me a quarter. I want to go to the circus." The father said, "Go away and don't bother me." "But", said the boy, "the parade is coming right down Main street now, elephants, lions, tigers, and everything, and *I've just got to go.*" The father said, "Here, take the quarter and go on." The average boy uses better salesmanship on his father when a circus comes to town, than does many a salesman in selling goods.

¶ We will now go back to our diagram. You will remember that both men's minds are together at the introduction and the salesman aims to hold his prospect's mind on the arrow until the arrow hits the bull's eye,—which is the prospective buyer's will—and clinches the order. But he cannot always do it. For instance, just after the salesman commenced to discuss his proposition the proprietor was called to the phone, or to wait on a customer, thereby taking his mind off on a different angle. When he was through, the continuity of the salesman's talk having been broken, the proprietor would likely say, "No, I don't care anything about it." The salesman would have to commence a new line of vigorous talk in order to get his prospect's mind back to the arrow.

How Interest Is Aroused.

¶ The next step is to carry his prospect's mind from attention to interest. In other words, attention sustained ripens into interest, and what is interest? It is "Excitement of feeling, whether pleasant or painful, accompanying special attention to some object; to

arouse; to excite to action; to excite emotion or passion in behalf of a person or thing. Interest expresses mental excitement of various kinds and degrees. It may be intellectual or sympathetic and emotional, or merely personal." But notice, interest means to *excite to action.* I want you to notice something very carefully right at this point. You must interest an individual either in *what* you are saying or in *how* you say it,—your *method* of expressing it. You must do this in order to keep his attention. *Concentrate* on what you are saying. It takes will power to do it, as attention is the center of the will.

¶ Interest sustained soon ripens into conviction that the article under consideration is a good thing. After a man is convinced that it is a good thing for him, then the next step is for him to desire it. A good many salesmen try to jump from interest to desire without ever convincing the man. That is a fatal mistake, as conviction, as to the value, or personal advantage of the article, must mentally precede desire. But before I go into this further, I want to go back and make the subject of interest plainer to you. I can do this by illustration better than any other way.

¶ A great many salesmen have a fatal weakness in their selling talk right at this point and I want to point it out so clearly that every reader, no matter whether a salesman or not, will fully appreciate it. This fatal mistake consists in thinking that because an individual is interested in a proposition he desires it, and for that reason it is unnecessary to either produce conviction or create desire. I will show you the difference between interest and desire. I have gazed upon a pure white thoroughbred Arabian horse and I was deeply interested, but had no thought of desiring the

horse. I have stood before Niagara Falls for hours and gazed upon nature's marvelous work. I have stood there because I was interested—not because I had any idea of desiring the Falls. I have stood on the top of Pike's Peak and viewed the surrounding country with a great deal of interest, but there was no semblance of desire mingled with my interest. Don't think for a minute that because you show your goods to an individual and he is interested in them and greatly admires them, that he is going to buy them without first being convinced that they are worth the money, or to his advantage. Conviction and desire are the result of an appeal to entirely different mental emotions than the appeal to mere human interest. The whole world can be and is interested through curiosity,—mere curiosity. Please remember that and try it, but do not jump to the conclusion that because they are curious they are necessarily going to buy.

¶ The steps in the Mental Law of Sale are so closely connected that the mind goes through the processes sometimes with almost electrical rapidity, but it consciously or unconsciously takes the steps just the same. For instance: one of our students, a grocery clerk, sold a customer all he wanted and when he was going out the salesman called his attention to a basket of beautiful ripe peaches. He interested the man by taking a peach out of the basket and telling him how beautiful it was. It was sunkissed on one side and an autumn brown on the other. He held it up in his hand for the man to look at. As soon as the customer saw it his mouth watered and he desired it. He was convinced that it was good, and good for *him*. At this instant the clerk said, "Take a bite of it." One bite was enough to whet his appetite and make him resolve to satisfy it. He asked the price of the

basket, paid his money and took the peaches. You can easily trace every step in the Mental Law of Sale in this simple sale of a basket of peaches.

How Conviction is Brought About.

¶ I come now to the subject of conviction, and conviction is the *heart* and *center* of the Mental Law of Sale. If you fail here you fail entirely,—at least for the time being. This same thing can be said about the approach. If you can not induce your prospect to listen, you have no opportunity to sell him. You are beginning to realize the importance of each step or process in the Law of Sale.

¶ Conviction comes next. Well, what do we mean by conviction, and how do we bring it about? I have asked two very hard questions and I will try to answer them satisfactorily.

¶ "Conviction is the result of the operation of the understanding; persuasion of the will; conviction is a necessity of the mind, persuasion an acquiescence of the inclination."

¶ Blackstone, the legal authority, says, "Conviction may accrue two ways, either by the act of convincing of error, or compelling the admission of a truth; confutation."

¶ "To convince is an act of the understanding; to persuade, of the will or feelings." Therefore, a man must know how to manipulate the understanding in order to produce conviction. "The one is affected by argument; the other by motives. There are cases, however, in which persuasion may seem to be used in reference only to the assent of the understanding, as when we say, 'I am persuaded that it is so and so'; 'I cannot persuade myself of the fact'. But in such instances

there is usually or always a degree of awakened feeling which has had its share in producing its assent of the understanding." The foregoing may seem a little technical to some so I will try to make it clearer.

Two Methods of Producing Conviction.

¶ There are just two methods by means of which we can induce a man to act, and action is what we are after in salesmanship. The one is to convince his understanding and his judgment and thereby get the consent of his will to act; the other is through persuading his emotions and inducing his feelings to control his will and therefore his actions.

¶ The problem of producing conviction is the greatest problem in all salesmanship. This is true because the reason and judgment must be satisfied. Judgment is the supreme court of the human mind. There is no higher court; reason and judgment must be satisfied. It is one thing to have ideas but it is another thing to organize them and still another thing to present them to the mind in such a way as to satisfy reason and judgment and produce conviction. Let me illustrate. Suppose I ask a grocer for two pounds of sugar and he places the weights on his old fashioned scales and pours in the sugar, the beam will come up when the two pounds are poured in. But suppose he stood ten feet from the scales and tossed the weights on the scales instead of placing them properly. The chances are that one or both weights would fall off and the sugar would not weigh right. So it is with evidence. If disorganized and thrown at the mind in any way it certainly will not satisfy the scales of judgment and produce conviction.

The Effect of Judgment on Success.

¶ I want you to pay particular attention to that word *judgment*. Don't you know that judgment is one of the greatest causes of success or failure in life? I knew a man to refuse a position that would have paid him $500.00 per month when his time wasn't worth $100.00, simply because he thought someone he did not like might make a little profit out of his work. His judgment did not dictate his decision but his prejudice did. Men will make decisions based upon prejudice, jealousy, spite, hatred, like or dislike and numerous other negative qualities. But just as surely as man throws judgment to the wind when he makes a decision he is leading straight toward the rocky reefs of destruction. You must take this into consideration when making a sale.

¶ But let us go back to judgment. How do we form a judgment? Judgment is "that act of the mind by which two notions or ideas which are apprehended as distinct are compared, for the purpose of ascertaining their agreement or disagreement. It is that power or faculty by which knowledge dependent upon comparison and discrimination is acquired. It is the act of judging; the operation of the mind involving comparison and discrimination, by which the knowledge of the values and relations of things, whether of moral qualities, intellectual concepts, logical propositions, or material facts are obtained."

Comparison, the Basis of Reason and Judgment.

¶ Comparison is the basis of judgment. You must compare one thing with another in order to arrive at

a judgment. In order to do that you must exercise reason. We notice then that comparison is the basis of reason as well as of judgment. You cannot reason or think about an idea unless you have some other idea to compare it with. Your judgment or conclusion will not only be based upon reason but upon your past experience. If I ask you to pass judgment on a horse, your opinion or judgment will be valued in accordance with your previous knowledge of horses. If I ask for your judgment in regard to a suit of clothes, a farm, or a business policy, the value of that judgment will depend upon your previous experience and your ability to draw accurate conclusions from it, as well as your ability to reason.

¶ Here is an illustration of poor judgment, and it may show how judgment can be developed. A country store-keeper bought a ton and a half of raisins. The town he lived in had a population of only 500. Had he consulted either his reason, judgment or the needs of the town he would have known that he was buying too many raisins. He evidently did neither. He put nearly all the raisins down cellar and they spoiled. At another time he bought enough window curtains to do the community five years. No wonder he did not make money. The man who sold him did not apparently need to appeal to his judgment. He simply enthused and persuaded him into over-buying. Apparently he had little buying judgment to appeal to. But a salesman who will overload a buyer to the buyer's evident loss, and the wholesale house that will fill the order, are both guilty of legal robbery. The salesman who profits most in the end is the one who serves best and gives the best expert advice. But this is simply an illustration on the development and value of judgment.

¶ In passing I want to call your attention to the word *reason*. Reason exercises such a great part in forming a judgment that I want to spend a little time in getting a clearer understanding of reason and how we go about it to reason. Comparison forms the basis of judgment. It also forms the basis of reasoning. We compare hard woods with oak as a standard. We compare a good orator with Bryan. We compare one hotel with another. We compare one line of goods with another that is well known. This gives us a basis of comparison as to which is better or worse.

¶ We compare two ideas and therefore get reasons for forming a judgment. We compare two more ideas and get reasons for forming another judgment. We then take the final judgments and compare them. We again have reasons for making or forming a later judgment.

¶ Reason is "the faculty or capacity of the human mind by which it is distinguished from the intelligence of the lower animals; the higher as distinguished from the lower cognitive faculties, sense, imagination, and memory, and in contrast to the feelings and desires. Reason comprises conception, judgment, reasoning and the intuitional faculty. We have no other faculties of perceiving or knowing anything, divine or human, but by our five senses and our reason."

¶ "Due exercise of the reasoning faculties; accordance with, or that which is accordant with and ratified by, the mind rightly exercised; right intellectual judgment; clear and fair deductions from true principles; that which is dictated or supported by the common sense of mankind; right conduct; right propriety; justice."

¶ "To exercise the rational faculties; to deduce inferences from premises; to perform the process of

induction or deduction; to reach conclusions by a systematic comparison of facts."

Inductive and Deductive Reasoning.

¶ Before we finish this subject of conviction we must go one step further with the subject of reason. There are two kinds of reason,—inductive and deductive. I simply want to define them and give this explanation here. The objective mind reasons both inductively and deductively, but the subjective mind only reasons deductively.

¶ Inductive reasoning is "the act or process of reasoning from a part to a whole, from particulars to generals, or from the individual to the universal."

¶ John Stuart Mill, says: "Induction is the process by which we conclude that which is true of certain individuals of a class, is true of the whole class, or that what is true at certain times will be true in similar circumstances at all times."

¶ It is "a process of demonstration in which a general truth is gathered from an examination of particular cases, one of which is known to be true."

¶ "In induction we observe a sufficient number of individual facts, and on the ground of analogy, extend what is true of them to others of the same class, thus arriving at general principles or laws. This is the kind of reasoning in physical science. In *deduction* we begin with a *general* truth, which is already proven or provisionally assumed and seek to connect it with some particular case by means of a middle term or class of objects known to be equally connected with both. Thus we bring down the general into the particular, affirming of the latter the distinctive qualities

of the former. This is the syllogistic method. By induction Franklin established the identity of lightning and electricity. By deduction he inferred that dwellings might be protected by lightning rods."

Deductive Logic.

¶ I wish to give two illustrations of deductive logic. The first is true—the second is not, but they are both logical. *Logic is the science of correct reasoning.* But logic does not stop to ask whether the statement is true or false.

¶ Here is the first syllogism:

¶ Roosevelt is a man.

¶ Man is mortal.

¶ Therefore Roosevelt is mortal.

¶ You see my first statement or premise is correct, therefore, the conclusion is correct.

¶ Here is the other:

¶ Every salesman is rich.

¶ You are a salesman.

¶ Therefore, you are rich.

¶ You see my first premise or statement is wrong, and, therefore, my conclusion is wrong.

Success Based upon Truth of Argument.

¶ If the basis of your argument or selling talk is wrong, your conclusion will be wrong and your work will end in failure.

¶ Analyze your statements. See that they are true. Unless they are you will end in failure. You see how honesty leads to success.

¶ A very able salesman has offered this advice and it is pertinent here. "You must get a man's con-

fidence, but you will never get a man's confidence by lying to him. You must tell him the truth, but what good will it do to tell him the truth when he doesn't know you are telling the truth? Tell him something he absolutely knows is true and then he will believe the rest."

¶ This may seem like a long and difficult discussion on the subject of conviction, but it is absolutely essential in order to do justice to the subject and justice to the student. It will need a good deal of study in order to be thoroughly understood. From the time you get your man interested until he is thoroughly convinced, he makes a great many objections, and it is difficult to bring his mind back to the arrow. But conviction as to the value of the goods will do it.

Creating Desire.

¶ The next step for us to consider is creating the desire. But some of us will say if we have already produced conviction we must of necessity have created desire. But that is not always true. I may be convinced that a threshing machine is a good thing and still not desire it. I may be convinced that an automobile is a good thing and still not desire it, because I may not think it is to my advantage. I may be convinced that a certain retail business is a profitable business and still not desire it. And yet conviction and desire are so closely related in the human mind that in many cases they may seem almost inseparable.

¶ In many cases an individual desires an article as soon as he is convinced that it is a good thing and to his advantage. But even then the conviction precedes the desire if only by a small fraction of time.

¶ I want to make this so clear that there will be no misunderstanding, so that the student may be able to bring about the desired result, not only because he understands the processes but because he knows how to create them by bringing about the correct influence.

Interest and Desire, Emotions Different.

¶ We have seen that the mental emotion that *arouses interest* is an entirely different emotion from the emotion that *creates desire.* One may be interested through curiosity or because the subject or proposition is new and attractive, but still not desire it. Desire is "to long for, to hanker after, request, solicit, entreat. The natural longing that is excited by the enjoyment or the thought of any good, and impels to action or effort for its continuance or possession; an eager wish to obtain or enjoy."

¶ Note carefully the impulses and emotions that must be excited and aroused in order to create desire. *Profit, pleasure, satisfaction, enjoyment, pride, envy* and a desire to make a showing and keep on an equality with someone else. These are the prominent emotions that must be appealed to. Study them and study the best methods of reaching and controlling them. You can do it now ten times as well since you have had them not only pointed out, but the method of controlling them made plain.

¶ *I will illustrate this part of the Law of Sale.*

¶ A young man came into a clothing store and asked the clerk to show him a $15.00 overcoat. The clerk showed it to him but did not exhibit much enthusiasm in doing it. After he had tried on that overcoat the clerk induced him to put on a $20.00

coat. He then commenced to use salesmanship. He showed him it was a better fit, better cloth, and better made and that he would have a better standing among his business associates with this particular coat than were he to take the cheaper one. He asked the man to view himself in the glass. Finally he said, "come up to the fitting room." He did not ask the young man if he would go to the fitting room. He did not ask him if he was going to take the coat, all of which would have been negative suggestions and might have killed the sale. He not only took it for granted the man was going to the fitting room, but he took it for granted he was going to buy the coat. So in starting to the fitting room he not only said "Come" but made a gesture for him to accompany him. The cutter measured the coat, taking it for granted all the time that the man had bought the coat, and consequently made suggestions accordingly. The man took the coat off and left it to be adjusted, paid his $15.00 (all he had with him) and left, saying he would pay the $5.00 yet due when he came for the coat.

¶ That salesman made a $5.00 sale. The customer came in after a $15.00 coat, bought a $20.00 coat and was better satisfied. He sold himself the $15.00 coat. The clerk sold him the extra $5.00 worth.

¶ But somebody says: "That won't happen very often." Well, supposing it doesn't. How often has a man been elected President of the United States in recent years without putting forth every possible effort in order to win? Let us suppose this method only wins once out of three times, or even once out of ten times without in any way antagonizing his customers. It just adds that much more value to the selling ability of the salesman.

The Psychology of Putting the Garment on.

¶ I want to call your attention to one thing in this connection that might escape your notice. This salesman created his customer's desire for the coat *after the customer put the coat on.* Do you realize that as soon as an individual puts on a garment and looks at himself in the glass, that garment immediately and unconsciously becomes part of him. A feeling of ownership immediately asserts itself. Put on a hat, a coat, a pair of gloves or a pair of shoes and if they fit, you want to keep them. Your spirit of ownership unconsciously asserts itself. That is the reason every good salesman induces his customers to put on the shoes, gloves or garments, although he may not know himself, what the psychological effect is. If you, as a salesman, are not selling goods that can be put on, a somewhat similar effect can be produced by letting him handle them.

Operating Machine Helps Make Sale.

¶ If I were selling automobiles I would get the man into the car,—not in the back seat,—but into the front seat, and if practical, would let him run the machine part of the time. He would, in this way, have his hands on the most vital part of it. The vibration and pulsation of the machine would enter into his whole system. He would unconsciously become a part of it and it would become a part of him. There would be an attraction between the two, an affinity, if you please, and there would be an unconscious assumption of ownership. Can't you apply this same principle to the sale of any kind of goods? Certainly you can. Have you ever seen a successful candidate

for office shake hands with his left hand the day after election? His right hand was lame from shaking. Don't you see the same principle operating? *Human nature likes contact with the thing it is interested in.* If I were selling any kind of a machine, typewriter, cash register, adding machine, etc., I would have the prospect operate it.

The Value of Confidence.

¶ A clothing salesman from Northern Missouri, telephoned to a merchant in Southern Iowa, that he was coming up to see him. The merchant said there was no use in his coming as he had just bought all he needed. He had bought $200.00 worth. This salesman was a man who understood the Mental Law of Sale and he came anyway. I wanted to sell this merchant a cash register, and I finally did, but when I went into his store he was busy with the salesman to whom he had telephoned not to come. I waited half a day before I could see the merchant. Finally the salesman got through and I asked him how much he sold and he said $650 worth. What did it? A good personality and the Mental Law of Sale, for he admitted to me that his goods were no better than his competitors'. What will an individual not do when desire has been aroused to white heat?

¶ After the salesman left I thought I would find out from the merchant just why he bought so heavily when he had not intended to buy anything, so I said to him: "That salesman is a very nice fellow, isn't he?" The merchant said: "He certainly is. He is the finest traveling man that makes this town." You see he had the merchant's confidence, and confidence is the corner-stone of success in both salesmanship and

business. This merchant felt that the salesman was square, that he was *honest,* that he was interested in him and in his success.

The Resolve to Buy.

¶ Desire sustained ripens into resolve to possess, and that is the next step in the Law of Sale. Resolve to buy very often follows so closely upon the heels of desire to possess, that some may think that resolve is a part of desire. But it is not. It is a distinct step in itself.

¶ I may be convinced that a certain house and lot would be a bargain. I may desire it and still not resolve to get it because I do not care to either assume the responsibility at that time or be bothered with the property; or it may be *fear* that keeps me from buying—a negative, baseless fear. My mind, therefore, goes off on a tangent and it must be brought back to the arrow. How can it be done? Here is a strenuous method that I sometimes use. I say something like this: "Let us suppose that you and I are off here in the corner of this room trying to figure out together a method whereby we can both make some money. Now if I make this sale I will make a little money, a small profit once, but it will be very small in comparison with your profit which will be continuous. You have made a careful study of this proposition. You are absolutely convinced it is to your advantage. Your reason and judgment absolutely assure you that this is to your advantage. Your judgment is your court of last resort. You are compelled to act in accordance with it in order to do yourself justice. If you fail to act in accordance with your own best interests and your own best judgment, you become at once an enemy

to your own best interests. You stand in your own light. You simply rob yourself of so much money that rightfully belongs to yourself, your wife and your children. When I am absolutely assured that my proposition is to a man's advantage and will make him money, and then fail to urge him to take it, I feel that I am not doing him justice. I am not giving him a square deal. I feel just that way about this proposition, and that is the reason I am so insistent. When you get it and make the profit out of it these other men are making whose recommendations I have shown you, and who are similarly situated, you will thank me for inducing you to decide and inducing you to decide *now.*''

¶ This argument arranged to suit the particular situation has helped me to induce a lot of people to make the purchase.

Closing the Order.

¶ ''All right,'' the prospect says, ''I will take it but not before the Holidays or Spring,'' or some such time three or four months in the future. His mind goes off on another tangent—away past the bull's eye. You have approached him correctly. You have gotten his attention, aroused his interest, produced conviction, created his desire, produced resolve to buy. In other words you have done six-sevenths of the work. Are you now going to lose the sale after doing all the hard work and getting so close to the order? Here now comes your supreme effort. You are to exercise the supreme resolution of your mind to make the sale and make it *now,* if it is best.

¶ Let us examine the situation a bit. If you are selling a specialty, whether you have competition or

not, you should close the order and close it now if you can. Right here is where the good salesman adds largely to his income.

¶ But let us suppose that you are not a specialty salesman. Let us suppose, for illustration, you are selling paint. Selling paint is very much like selling any line of goods to the retailer. Let us suppose that Mr. Merchant says he will take the paint but he won't take it until such and such a time. What are you to do? In some few cases it is wiser not to push the sale than to push it. Let us suppose you let him go, and when you come back three months hence you find him stocked up with the other fellow's paint. What would you think? That very thing will happen many times unless you are such a master of suggestion and can paint such a vivid picture on the tablets of his memory that no other salesman can possibly sell him. In order to hold a merchant you must sell him more than mere paint. You must sell him both *service* and *information.* In order to appeal to him in such a way as to hold him, you must show him that you are not only willing, but able to give him such selling information that you will actually *help him* to sell the paint. If you can show him that a certain kind of paint applied to a certain kind of shingle containing a certain kind of natural oil, will rot and ruin the shingle, but that another kind of paint acting in conjunction with the natural oil of the shingle will preserve it, you have given that merchant an idea that will aid him greatly in selling paint. The merchant likes to deal with such a salesman. His competitor who does not have this information will have no chance to sell.

¶ The above is one of the methods used by N. F. Sturges, the famous paint salesman for Heath, Milli-

gan & Co. Mr. Sturges captures the yearly prizes offered by Heath & Milligan for their best salesman in the United States. Mr. Sturges never urges a sale when he is convinced the time is not ripe to sell, but he is such an artist in the use of suggestion that the merchant waits for him to return. It is a rare thing for a competitor to sell to one of Mr. Sturges' customers. That is the reason he gets such a big salary.

¶ What is true of the paint business is equally true of shoes, dry goods, clothing, groceries, and similar lines.

¶ If you persist in selling a man when your good judgment tells you that it isn't wise for him to buy until you come around next time, the chances are you will make him "sore." But if you are not extremely wise and careful you will be too easy and lose heavily for that reason. The fact that a man says he does not want anything, does not mean much. The salesman who sells only to the man who already wants something will not make money enough to pay his railroad fare. Be diplomatic, but firmly persistent. If you are going to overdo either side, by all means overdo the side of persistence. I have spent seven days in a man's store on five different occasions before I sold him a Cash Register. If I had not fought it out with him in this way I would not have made the sale. I have known a specialty salesman to follow a man all day in his store, watch every move in order to get information that would help him close the sale. Persistent concentration and bulldog determination did it.

Evidence and How to Use It.

¶ This lesson would not be complete without a short discussion on the subject of evidence. Evidence,

is that which is "clear to the understanding and satisfactory to the judgment." Hume says: "To conform our language more to common use, we ought to divide arguments into demonstrations, proofs, and probabilities; by proofs meaning such arguments from experience as leave no room for doubt or opposition."

¶I hope the above statement will give a fairly clear idea of what is meant by evidence. I will use illustrations in order to make this subject of evidence absolutely clear, practical and helpful to every salesman. There are two kinds of evidence, viz., evidence which is sworn to by eye-witnesses, or direct evidence, and circumstantial evidence. I want to illustrate what I mean by circumstantial evidence. Part of a bolt of a peculiar colored silk forty inches wide was stolen from a store. A certain man's house was searched and what seemed to be the silk was found, but the man declared he bought the silk in a certain store in another town. The silk was taken to the store and it was found that it did not conform in either color or width to the silk in the store where the man said he got it, as the silk in that store was 36 inches wide, while that particular bolt was 40 inches wide. The silk was brought back to the store from where it was supposed to have been stolen and it was the same color, the same width and the two torn ends exactly matched. This is circumstantial evidence.

¶Here is the way I have used evidence in selling National Cash Registers. I have made a demonstration and showed how valuable the Register would be to the merchant; then shown a list of recommendations and said: "If what I have said is true and what these people say is true, it would be to your financial advantage to have this Register, would it not?" "Yes, but how do I know it is true?" "Mr.

Blank, here is a list of merchants who use this kind of a Register and who live within twenty miles of here. I will make you this proposition; visit any or all of these merchants. If they tell you their Registers are as profitable to them as they have indicated in their endorsements, and even more so, you can afford the trip because it is to your financial advantage to be sure of it, isn't it? If, on the other hand they are not so enthusiastic as I have indicated, or if they tell you their Registers are not so profitable as I have tried to make you believe, then I will pay your car fare and $10.00 a day for your time when gone. That is fair, isn't it? In the face of my offer you cannot afford to turn this proposition down, can you?'' You see my proposition establishes the confidence that might otherwise be lacking.

¶ The evidence which I have to offer comes from a multitude of merchants similarly situated. The evidence is absolute, and no man or group of men could or would ignore it in any court of law in the land. And when a man does ignore it, he prostitutes reason and judgment. He admits he is not considering the proposition on the basis of intelligence and profit, unless he has some particular reason for not buying.

Profit the Object of Business.

¶ Selfishness is the controlling emotion in the average man's life—in other words the desire for profit. Proof of this is seen in the fact that the prosperity argument controls a national election. A man is in business for profit and not for pleasure. As soon as you show him your proposition will profit him you have given him the main reason why he should buy.

¶ Did you ever realize that prosperity always follows good judgment and that "out-of date methods do not satisfy up-to-date employers?"

The Value of the Reserve Selling Talk.

¶ *Reserve selling talk*: Get the order as quickly as you can and with as little talk as possible. Do not go into details at first. Sketch the outline of your proposition, simply giving the main points. If you fail to get an order as a result of this preliminary selling talk, then call on your reserve which should be almost unlimited. Your first talk should be crisp and right to the point. If you fail to land the order with this talk, you will discover the objections and that will guide you as to the kind of a reserve talk to make. There are several good reasons for making your first talk brief. First: what is the use of wearing yourself out giving a long demonstration if it is not necessary. Second: You cannot interest a boy for an hour by showing him an elephant's head when the rest of the body is near, but covered. He will get anxious to see the whole elephant. Third: Give a bird's-eye view of your whole subject first, or your hearer will tire and you cannot hold his interest. Fourth: Going into details as you go along gets tiresome; there is not a mental conception of the whole, and a part will not hold the interest. Fifth: When you give a bird's-eye view at first you find out how and why your hearer is interested. This gives you a clue to his interests, desires, and needs.

Answering Objections Removes Reason for Not Buying.

¶ When a man makes an objection for not making the purchase, answer the objection and close the order

at once. When you answer his objection, you remove his reason for not buying, then why shouldn't you close the order at once?

¶ Ask yourself this question: *What reason has my prospect for making this purchase?* You must know the reasons, and then give them to him in such a way that they are bound to produce conviction.

¶ *Objection*: "I feel that I know a good deal now." Yes, so do the Mayo brothers of Rochester, Minnesota. They are the greatest surgeons in the world, but in order to remain great they find it necessary to have twenty-five assistant doctors. Some of these doctors are away all the time. They send them all over the world in search of new ideas and new methods in surgery. In that way they have won a large part of their international fame, and in that way they propose to keep it.

Be Serious when Closing Order.

¶ When coming up to the order point do not joke or act as though you were working the fellow. Do not make any remark about having a nice pen and you want to see how it will write his name. That is distracting and more or less demoralizing. You ought to act with the same seriousness as when presenting your arguments.

Coming Up to Order Point.

¶ I will give you a method that you can use in selling any line of goods. At this point the prospect is very much interested and acts as if he might buy, but he hasn't said so. "Mr. Brown, this machine has three finishes, the nickle, bronze and gold. Which fin-

ish appeals to you most or which do you like best?'' If he says, ''Well, which do you consider best?'' Give him your opinion and your reason. That induces him to express a preference one way or the other. Fall in line with his opinion *immediately,* and say, ''All right, I will just make it this finish.'' When he asks your preference you are pretty sure he has decided to buy and if he permits you to put down that particular finish without a protest, you are about nine-tenths sure of him. You come in a little closer with your next question. You might say, ''Most people are satisfied to wait and get their machine by freight, but a good many are anxious to get it as soon as possible, and so have it come by express. Would you want it by express, or are you willing to wait for about thirty days until you can get it by freight?''

Two Affirmative Methods of Deciding.

¶ You see here I have given him two methods of decision, but notice, neither one gives him a chance to say *no* in regard to the proposition. I have absolutely taken it for granted he is going to buy. I have taken the idea of buying entirely out of his mind. I have concentrated his mind on something else,—the method of getting it. This is a great point. Study it carefully. Here is the way the greatest newsboy in the world handles the same point. He meets me and says, ''Want a paper?'' Oh, no, he doesn't. He would not be the richest newsboy in the world if he did. He says, ''Which do you want, a Record-Herald or a Tribune?'' He takes it for granted I *want one of the papers,* not that I *might* want a paper.

When You Satisfy Curiosity You Lose the Interest—A Law of Human Nature.

¶ When you satisfy curiosity you lose interest—a law of human nature.

¶ Here is one of the most interesting, practical and far-reaching psychological problems to be found in all salesmanship. The man who thoroughly understands and applies the philosophy of this illustration will greatly increase his selling ability.

¶ An automobile salesman had a prospect so thoroughly convinced that the prospect said: "How soon could you deliver it?" Look at that question and *think*. Nine out of ten of the best salesmen in the country give the wrong answer to it. The tenth makes a lot of extra money by knowing how to answer it. This salesman said, "I can get it for you right away," and he lost the order, for the prospect said, "I'll think it over and see you next week." When I am asked that question should immediately take it for granted that he had taken it for granted he was ready to buy. I should immediately answer his question by asking him another one. His question is, "When can you deliver it." My answer is, "How soon do you want it," or "How soon do you have to have it?"

¶ Remember, that the philosophy of salesmanship is the philosophy of leadership and the philosophy of leadership always consists in keeping your prospect on the defensive. When a prospect asks that question he asks you to make a decision for him, and he will then do just as he pleases as to accepting it. When he does that he immediately becomes the leader and puts you on the defensive. My business as a leader and a salesman is not to let him lead me into such a corner, but

to immediately assume leadership and put him on the defensive. I do that while answering his question by asking him another one. He asked me to make a decision and leave *him* free to act. I change the tactics by asking *him* to make the decision and leaving *me* free to immediately take advantage of *his* decision.

¶ I want to show you the psychological significance of this. It is a law of psychology that every idea that enters the mind immediately tends to express itself in action unless another idea coming from another direction cuts it off. As he heard the automobile described this man undoubtedly said to himself, "This is a fine car. I believe I would like to own it." Then suddenly his voice gave utterance to his desire in the expression, "How soon could you deliver it?" Instead of giving the prospect an opportunity to immediately act upon the idea that was uppermost in his mind, the salesman by answering his question, *eliminated* the idea of buying from the prospect's mind and *substituted* for it the idea of delivery. The prospect's mind was on a direct line for the bull's eye when the salesman unconsciously and immediately turned it off on a tangent and lost the sale.

¶ This is what I call selling strategy, and selling strategy is as much ahead of ordinary salesmanship as wireless telegraphy is ahead of the stage coach.

Continuity of Thought.

¶ In this lesson I have referred slightly to thought continuity, but I want you to realize how very important it is. Suppose, for illustration, that you start a train on a track and that all of a sudden the train

comes to the end of the track. You know as well as I do that the train would land in the ditch in a broken heap. Suppose you get a man greatly interested in a train of thought. Suppose his train of thought is coming your way at the rate of an order in half an hour, and he is abruptly called away for a few minutes and must therefore concentrate his mind on something else in the meantime. What happens? Your train of thought is thrown into a heap in the ditch. I might also say it is as hopelessly ditched as the train of cars.

Planting an Idea and Seeing it Grow.

¶ I will go back to the beginning and show you how this works. Every idea which enters the mind immediately tends to express itself in action, unless some other idea going in another direction cuts it off. Or, as the psychologists say, "Inhibits it." To my mind this is the most fundamental principle in psychology for the salesman to consider. If we could just get this principle thoroughly grounded in our lives it would mean a great deal to us intellectually, and financially as well.

¶ Remember when you are trying to sell a man a bill of goods every idea you plant in his mind *immediately tends to make him act in accordance with your suggestion,* providing you give him real vital ideas; then stop when you have given him enough to make him want what you have to sell. When you do this watch your customer, notice the effect of every idea you give him; just as soon as you have his desire created so that he is aroused sufficiently to act in accordance with the ideas you have given him, close

the order at once before another idea going in another direction makes him determine to change his mind.

Breaking the Chain of Thought.

¶ You have had innumerable experiences of the kind indicated where your prospective customer was called away from you. He had time to think independently for a minute. The continuity of your argument was broken, another idea flashed through his mind, and he said, "No, I guess I'll not decide to-day." You have oftentimes lost your sale right on that incident. Sometimes you have convinced him over again, after using more effort than you did the first time, but usually you lost the order. The loss of this sale was due to the fact that the continuity of your thought was broken, in fact, the spell, the atmosphere which you had created around him, was broken. A new idea flashed through his mind and you lost your order. I consider the subject of continuity worth a year's study and experiment in order to perfect it.

¶ In this connection I wish to consider two other points of vital importance, the ignorance of which causes a salesman a lot of loss.

The Irrelevant Idea Dangerous.

¶ The first consists in introducing an irrelevant idea, an idea that bears no direct relation to the subject under discussion. This something which you inject may seem insignificant, it may seem trivial, it may be only a joke, but it breaks the continuity of your thought. Your main argument is sidetracked. The man changes his mind in an instant as if by in-

tuition, because you aroused a different emotion, and remember, you were the one who gave him the *negative suggestion* which sent his mind running in a different channel. You were the unconscious cause of losing the sale. You did not even know how it happened. *Learn to concentrate.*

Talking Too Much.

¶ The other point I referred to consists in talking too much, getting so much interested in your proposition that you are not paying attention to the effect your talk is having upon your listener. A prize fighter doesn't pound his antagonist until he is down and out and then keep on pounding him. Even *he* knows better than that, but many salesmen do not. A carpenter doesn't drive his nail after it is clear in and clinched, or he will loosen it. Many a salesman pounds away at an order after it is thoroughly clinched in the other man's mind. He talks the man into it and then bores him so that he talks him out of it. Such a man fails without ever knowing why, and believes that no one could have gotten the order. He *made* the sale and *lost* it but did not *realize it.* Many such *men do not believe that salesmanship can be taught.* They are ignorant of certain laws of sale, and what is far worse, they are ignorant of their ignorance. We do not need "human windmills and verbal cyclones" but salesmen of alert brains and quick judgment.

Knowing When to Close the Order.

¶ I have field-trained salesmen who did not know when to take an order. I have seen them come up to the point where their prospect was ready to buy, then

talk in a circle for two minutes and talk the prospect out of buying. I found it necessary to form a signal code with the salesman in order to get him to close when he should. The salesman who works out his own salvation on the field loses a lot of business and, therefore, a lot of profit that might be his.

¶ "Every salesman knows the value of the actual demonstration—of having his goods on the ground so that the prospect can see and feel and understand. Give your man a definite idea of what you have to offer. Picture the article, its use, its advantages so vividly that it swims before his mental eye.

Proving Your Case Creates Desire.

¶ "But your prospective customer must have proof of your statements. Proof or argument follows logically after explanation. Its object is to create desire. It is not enough to give your prospect an idea of the nature or make-up or working principles of the thing you are selling him. You must reinforce these by arguments, proving to him the advantage of the purchase, the saving that he will effect in his business, the increased efficiency he can attain in his work, the pleasure he will derive from the article. Proof may be presented by showing the satisfaction which the article has given to other buyers or by some novel demonstration of its quality and value.

¶ "*Persuasion, on the heels of argument, intensifies desire.* Here the prospect must be shown tactfully how possession of the article will bring benefit to him *personally.*

¶ "Possibly the best kind of persuasion is the subtle suggestion which pictures to the prospect the satisfaction or actual gain which ownership would

bring. *Argument is giving a man evidence that will prompt him to act of his own volition. Persuasion is the added influence of the salesman's personality that brings action when the man himself hesitates.*

The Final Advantage.

¶ "You know how the clever salesman manipulates his talking points, always holding back till the last some extra reasons why you should accept his proposition. And it culminates in the climax or the clincher. As you hesitate, undecided whether or not to order, the shrewd salesman shoots at you one last advantage which he has held in reserve."

Suggestive Questions and Exercises

1. *Why is the science of mechanics so much better known than the science of salesmanship?*
2. *Why has the business man failed to advance as he should?*
3. *Which step in the Mental Law of Sale do you consider most important, and why?*
4. *How do you prove to a man that it is to his advantage to buy?*
5. *Do you believe in going into details in your first selling talk?*
6. *Write a selling talk of one hundred words. Use as your subject a pair of shoes, a suit of clothes, a typewriter, or some familiar article. Go to the shoe shop, clothing store or typewriter office and have the salesman give you a careful demonstration. Make a critical study of your subject.*

LESSON VIII.

The Mental Law of Sale—*Continued*

THE previous lesson, on the Mental Law of Sale, will not only furnish food for a lot of serious thought, but it will show you clearly how the mind is analyzed and how it can be influenced. It will take a lot of real study to thoroughly understand the last lesson, but when you once understand it, the knowledge gained will enable you to wield a power and an influence over people that you never dreamed possible.

¶ The aim of this lesson is to throw more light on the Mental Law of Sale and give you a clearer insight into its use in influencing people in every walk of life and every phase of society, business, politics and diplomacy. The world's leaders are not necessarily the great scholars, nor the men of commanding intellect, but rather the men who understand human nature, —how to interpret it and how to influence people.

¶ Hugh Chalmers says, "Next to the importance of what you say, is the way in which you say it. It is so in talking. It is so in advertising. It is so in salesmanship."

Value of Having a Definite Object in Mind.

¶ Remember the arrow in the Mental Law of Sale chart. You must have a *definite* object in mind

when you attempt to make a sale. Why are you going to make the sale? Get the object fixed definitely in your mind and then work with all your might to carry it out, or, hit the bull's eye. If you haven't a definite object in mind you won't get anywhere. It will be like shooting with your eyes shut. This "Object" business is applicable to advertising, salesmanship, addressing an audience, committee meeting, writing a book or selling anything. Why? Don't you see it is because it is in harmony with the Mental Law of Sale?

Success or Failure Depends Upon Quality of Salesmanship.

¶"Whenever we have dealings with one another, whether on matters of business or otherwise, the natural laws of salesmanship are operating, and the ultimate result—whether success or failure—depends upon the *quality* of salesmanship exercised on our part." "The impressions which we convey to others govern our progress financially and otherwise. To make the right kind of an impression, therefore, is the all important thing." Ex-Secretary Shaw says: "I have won more law suits by my opening statements than in any other way." Why did he exercise such care in his opening statements? Remember, he sold books and fruit trees several summers when he was a student. He says he succeeded by gaining the customer's confidence. All through life he has realized the great value of these fundamental principles which I am emphasizing so strongly, and he has used them to great advantage in winning national fame as a lawyer, governor, cabinet officer, orator and financier.

Don't Always Shake Hands.

When you call upon a business man introduce yourself in a kindly, agreeable way. It is not best to always shake hands with him. That must be decided by circumstances. Some men will resent it, others will appreciate it. The egotistical and self-important man is likely to resent it. But if you do not shake hands with a man when you meet him, you may do so when the interview ends. In that way you leave a stronger impression.

¶ Always make an appointment with a man to see your samples as soon as possible and at a time that will be convenient for him. If the appointment is during business hours, do not go to your sample room and wait, for half of the business men will forget about an appointment or forget to look at their watches, and you cannot afford to lose the time. In order to save time, call at his place of business at the appointed time and have him go with you.

House to House Salesmanship.

¶ If you are making a house to house canvass, the ideal way is to ring the bell, step back about six feet from the center of the door, or if anything a little nearer the opening side. When the woman comes to the door she is mentally expecting a friend. She is obliged to open the door wide in order to see you. The moment you see her, catch her eye and hold it for a moment; at the same time raise your hat, bow politely, and move toward the door. You go through these motions during a time that is too short to describe. In most cases, where you are not working in

larger cities, the woman will expect you to go in. *You* expect to go *in* and you *do* go in.

¶ Sometimes the individual who comes to the door will ask you what you want. You should know the name of the individual you wish to see. You will very often get in by saying, "Is this Mrs. Brown? I want to talk with you for a minute on a matter of business." While saying this indicate that you wish to go in. Don't say, "I want to see you," otherwise she is likely to say, "You can see me right here." If she still persists in keeping you out and wants to know what you want, give her a general answer. Do not be specific if you can help it. If you are selling literary works of any kind you might say, "I am engaged in educational work. You have some children, haven't you? I was referred to you by Mrs. So and So who thought you might be interested in what I am doing." If she is still curious and says, "Well, what is it?" You can very easily say, "I will just step in and show you." You can apply this method to almost anything you are selling, changing it to suit your proposition and the circumstances, but do not discuss your proposition on the doorstep unless as a last resort.

A Clever Method of Getting In.

¶ Here is a clever method used by a salesman for a large concern, when the girl comes to the door. The home was a very prominent one and the girl said, "Have you a card to send up?" He said, "No, just tell Dr. Blank that Mr. So and So is waiting for him in the library. He will understand." His name was so peculiar he knew the girl couldn't possibly remember it. The fact that he told her to tell Dr. Blank he would be waiting in the library and that Dr. Blank

would understand, made it imperative on her part to let him in. He had been there before and failed in his mission. He succeeded this time. Study this method. It is clever.

¶ In introducing yourself be natural and agreeable. That is, be *natural* if you are agreeable, and know how to smile. You must learn how to smile or you will never succeed as a salesman. I do not mean a sickly, forced grin, but a smile that indicates that its owner is living in peace and harmony with all the world. Some faces radiate disagreeableness, others good-will; some meanness, others kindness. You cannot think an evil thought and smile at the same time. You cannot think of defrauding someone and smile at the same time. If you try it, the smile will be transformed into a cynical sneer. Your face is a looking-glass that reflects the images within. You cannot get away from it. To look at some men's faces you would think they hadn't laughed for a year and you would think if they did laugh it would crack the enamel upon their faces. The agreeable face is another evidence of honesty—and honesty, character and success go together.

Mental Attitude Determines Success.

¶ If you take on the actions and bearing of a tramp or a clown, your mind will almost immediately gravitate toward your bearing. If, on the other hand, you draw in the chin, expand the chest, and attempt to look the part of a successful business man, your mind will immediately respond to the auto-suggestion. A man's mental attitude determines his dress and appearance, his environment and his success. I cannot emphasize this thought too vigorously.

¶ If you approach a prospect and he is busy and you know it, ask him when it would be most convenient for him to give you (state the length of time) say, five minutes, if you only need a little time. You can nearly always make an appointment. When you do, leave at once, but the fact that you only ask five minutes will induce your prospective customer, in many cases, to offer you the time right then. If he does, get busy at once. Cut out preambles and useless introductions. Plunge into the heart of the matter in language that is logical and carries an unmistakable power to convince. When your five minutes are up, do one of three things—get the order, get out, or get an invitation, either verbal or assumed, to stay longer

Man Says No to What He Does Not Understand.

¶ Introducing yourself properly, and getting the attention of your man directed your way, are two entirely different things. A majority of the people you meet will say, "No, I do not want anything, and do not care to look at it." Of course they do not want anything about which they know absolutely nothing. A man wouldn't want a million dollar gold mine unless his attention was cleverly attracted to it. *Remember, that no man is interested in what he knows nothing about.* And right here I am going to crystallize this law. *It is a law of the human mind which directs the mind to say "no" to what it does not understand.* Chauncey M. Depew says it is forty years from the time an idea is originated among the people until it is incorporated into national law. So do not be discouraged when you hear the word, "No." In most cases it *does not mean that you cannot sell.* It means that the man

is not aware of the value of your product. You must make him realize its value. If you cannot get his attention it means that you have not yet mastered the secret of successful personal appeal. How can we expect prominent business men to take an interest in our proposition unless we are first interested enough in their business to study their needs.

Leave when Sale is Closed.

¶ Never stay with a man after you have taken his order and thoroughly clinched it. If you do you are killing his time and your own, and he might change his mind and cancel the order.

¶ There are a great many new inventions on the market that are revolutionizing business. Every business man is under obligation to himself to see what you have.

¶ No first-class salesman uses a card to introduce himself. When you present a card your prospect looks at the card and away from you. In so doing you lose his eye and your influence is sidetracked.

How to End an Interview.

¶ The following is the best method of ending an interview which you desire to end immediately. There is nothing in the world which business needs more than courtesy, and we have all too little of it. I have known a traveling man to enter a store when the proprietor was busy waiting upon a customer. The proprietor would see him but pay no attention to him. When through with the customer he would go over to his desk and busy himself with his books—that is, apparently he would, but in reality he was simply killing

time with the hope that Mr. Traveling Man would leave without approaching him. Finally when he was approached he would act more like a bear than a civilized man. Without looking up he would say something like this, "No, I don't want anything to-day and I haven't time to talk to you." He would leave the traveling man standing right by his desk without a word of civilized greeting or dismissal. This gave the traveling man either a chance to begin a verbal battle, or retreat in confusion.

¶ In contrast with this uncivilized, unbusinesslike and unprofitable method of handling the public, I wish to show you how a gentleman and a diplomat accomplishes the same end. Here is the method used by the late Senator Gorman of Maryland in dismissing a salesman. The salesman approached the Senator and stated the object of his visit. The Senator said, "I am very glad to meet you but I am very sorry that my time is so taken up that I am unable to devote the time to look into your proposition." The Senator then arose and walked to the door with his visitor. When he reached the door he extended his hand very cordially and said, "I am very glad to have met you and only sorry that I cannot give your proposition the consideration which I am sure it deserves," and then ushers him out. This is the kind of diplomacy that transformed Senator Gorman from a page in that great body into one of its great leaders. What a blessing to this country such courtesy and such diplomacy would be!

Launch Argument with Logic then Make the Appeal.

¶ The successful salesman is the one who knows how to successfully combine the logical with the emo-

tional argument. Remember that every proposition you present must be launched with a logical, reasonable argument. After that you can make your appeal. Most people want facts and they base their decision upon these facts.

Ability to Influence Secret of Leadership.

¶ The ability to influence is the secret of leadership, and the ability to influence is based upon the knowledge of human nature and how to manipulate it. If you know human nature and thoroughly understand the scientific principles of salesmanship you can play upon the keys of human nature with the same marvelous skill that a brilliant pianist plays upon the keys of a piano. (See Knox's Complete Course.)

¶ Why was Wendell Phillips such a great orator? Why was John B. Gough able to play the whole gamut of human passion and emotion? Why was he able to play upon the keyboard of human nature with such marvelous results? Why was he able to touch a sympathetic chord in every human heart? It was because he knew human nature in all its forms. He knew its strength and he knew its weakness. He knew men and he knew women. He knew how to convince by his logic, and persuade by his eloquence. He knew how to make people laugh and cry. Do you? He knew their passions and he knew their impulses, and he knew what to say in order to reach and influence their minds and hearts. Do you? It will pay you to read the speeches of the world's greatest orators. In this way you will learn the secret of an orator's power. The secret of a salesman's power is much the same. Profit by the successful experiences of others. *It is not what you know that will keep you down, it is what you do not know.*

Get the Note-book Habit.

¶ Every time you hear a sermon or lecture, or get an idea from a newspaper or magazine which will help you in your business, take out your note-book then and there, no matter where you are, and jot it down. If you wait you will forget it. Talk that point at your first opportunity. It will be fresh and you can use it enthusiastically.

¶ Every salesman should have a good illustration or two to use with every selling point. He will have them if he jots them down as he finds them. I have carried a notebook for several years. It has been worth hundreds of dollars to me. I could not have prepared these lessons without it. I have not only used it to keep a record of the good ideas I have found, but I have used it to capture my own ideas. Every man will originate a good idea occasionally. In most cases he cannot retain it unless he writes it down. I aim to commit to memory, not only my own ideas but all the other good ideas I can. If you will follow this method carefully for a year, it will greatly enrich your mind, increase your efficiency and show you the necessity of continuing it. It is said that Bishop Vincent's great lectures and sermons grew out of this method. The man who gets the note-book habit will make himself greatly superior to the man who doesn't. And the man who gets the study habit is the only man who has a chance of success in the future.

The Why of Objections.

¶ We will next consider the subject of objections. Why does a man make an objection? Doesn't he usually do it because he is still more interested in his money

than he is in the article you are trying to sell him? Do you see the underlying principles here? Then the proper thing to do in most cases is to find out the reason for that objection and go after that. When we remove the objection we make the sale. We must go *deeper* than the objection itself. The thing for you to do is to dig back into your reserve and give him such an inspiring talk that he will get so interested in what you want him to buy that he feels bound to get it because he hasn't any excuses left. Of course, people make excuses sometimes because it is a habit and because they haven't anything else to say, or because they want to feel satisfied with the proposition. Do not take objections too seriously is my advice. You know men often buy tobacco and drink, even though they have to beg the money to get it. They get it because they are *intensely interested* in it. Get them to *desire* your goods and you will sell them.

¶ The answer to an objection in one epigrammatic sentence very often gets the order, because it absolutely clinches the idea in the man's mind and routs his unbelief, while if your answer had been stated in different language you might have lost your order. For example: *It isn't what it will cost that you want to consider, but what it will cost if you don't get it. That is what you want to think about.*

You Cannot Offend and Influence at the Same Time.

¶ A salesman should never argue. Burn this into your memory. You cannot *influence and antagonize at the same time.* A salesman is not in the field to run counter to individual opinions and prejudices on political, religious and a thousand other subjects. He is out there to sell goods and to argue is fatal.

A salesman should give assent as much as possible to what is said, providing it is not important, and when he cannot do that he had better not say anything. You can lead the conversation and do it so skillfully that the other fellow thinks *he* is leading it. For instance, when you know a certain insurance policy is best for a man's needs, talk that and nothing else. Concentrate his mind upon it and you eliminate competition.

Answer Objections by Intercepting Them.

¶ The skillful salesman nearly always intercepts and answers an objection before it is made. When an objection does come up he answers it at once and turns it into an advantage. When you are asked the price of an article I do not mean to say you are to consider that an objection and answer it immediately. It is not always wise to tell the price at the beginning of your selling talk because the prospect will likely think of the price instead of what you say. When the subject of price comes up you might say something like this: "I will go into that a little later," or, "If I were to give you the price now before you had looked into the benefits of this article, you might be thinking about the price and not about the profit to be derived from it. On the other hand, after you have investigated it you may not want to get along without it, regardless of price. It is not a question of price that you care about. It is a question of how much profit it will make you, how big a dividend on your money invested. You don't care what an article costs provided it pays you from twenty-five to fifty per cent. dividend on the investment, do you?" I do not mean that all this is to be used at any one time, but it is suggestive.

¶ Every objection should make a salesman stronger. Where the cost of the article is very small and it only takes a short time to consider it, of course, it is wise to state the price when asked, or make a point of telling it before you are asked.

Two Kinds of Objections.

¶ There are two kinds of objections,—the personal kind and the critical kind. The personal objection is always hardest to answer as the person who makes it is usually stubborn or prejudiced. A man sometimes says he has made up his mind and could not be induced to change it. You might remind him that there are exceptions to every rule, and you believe if his judgment tells him that it is to his advantage to make the purchase, you believe he is too wise a man to let any personal opinion or prejudice stand in his way. Or you might remind him of Lincoln's saying that, "The foolish and the dead alone never change their minds." It is plain then that it is the wise man who changes his opinion.

¶ Here are some common objections and their answers: "It costs too much." "However, Mr. Blank, if you could figure out that it will make money for you, you would look upon it as a good investment, would you not? Really, it is not what an article costs but the profit there is in it that you always consider. If this article costs you $500.00, but earned you from 20 to 40% on the investment, you would consider it a good investment, would you not? You would consider it a good investment if it made you only 10% as you can only get 3 or 4% from the bank. An article that makes or saves you money is not an *expense*. It is an *investment*. Note carefully the difference.

The clothes you wear are an expense, but of course a necessary one. So is the house you rent or own. But this article, as you can see with your own eyes, will make you such a saving that you cannot possibly otherwise make, that it will pay for itself within five years and go on repaying for itself every five years thereafter. This, then, is not an expense, as you can see, but a big dividend-paying investment." You can use the same argument when the article increases his business.

The Great Difference Between an Expense and an Investment.

¶"Do you say you would like to hire assistants but they cost too much? No. An assistant is an investment. The one and only reason you have for paying him wages is that he will earn for you enough money to pay back his cost and a profit besides. This article will do the same thing. If I offered to sell it to you for 10 cents,—one-fiftieth part of its real cost—and it would not make or save you 10 cents you would not want it. But if I should ask you ten times as much as I do ask you and it would make or save you a good profit, then you ought to get it, ought you not? This article will pay for itself and make you a good profit. This you realize. When it will do that you ought to have it, no matter what it costs. If it will not do that you do not want it as a gift. Isn't that right?

¶"Remember there are two values to every purchase. What it costs and what it saves or earns. Please do not confuse them. Cork costs four cents a pound but if you were drowning its value would be, not what cork costs you but what cork saves you.

Do not confuse the two values by seeing what you pay and overlooking what you save. You judge a man or a dollar by its earning power. You pay a man wages according to the results he gets. Judge this proposition in the same way. What would be a high price for one man would be a low price for a better man."

What Not to Do in Seeking a Position.

¶ The young man applying for a position can make splendid use of every principle taught in this course. How good a position a young man gets or how much money he gets, depends upon his ability to sell his services as well as his ability to do the work. Very few young men realize that in selling their services they are selling goods just as surely as if they were selling cotton, corn, silk or automobiles. And the man who buys their services does so with the idea of profit just the same as buying any line of goods.

¶ In seeking a position I would never approach an employer with a cigar or cigarette in my hand. I would never want an employer to see the color from a cigarette on my fingers. I wouldn't say, "I reckon you don't want another man, do you?" I would be dressed like a prosperous business man, not at all flashy, but neat and clean, and have my shoes shined. I would see that my clothing harmonized. I wouldn't match blue eyes with a red necktie, a spotted vest, black coat and gray trousers. I would not offer to shake hands with the man from whom I sought a position. I would not be egotistical and put up a bigger talk than my past record justified, especially if he knew my record. Neither would I be backward or diffident. I would state my case clearly and vigorously. I would make a great

deal bigger hit by saying my "long suit" was hard work, rather than by saying I was a little brighter than the average fellow. I would never exhibit pessimism or any of the negative qualities. They are not good selling points unless you want to get turned down. If you are asked if you can do the work don't say you *think* you can. Be sure to say you *can* and say it positively, if you think you can. Many a man has gotten a position through sheer nerve and made good after he got it. That possibly is easier when your record to the contrary is not known. Getting a position is easy, but making good, "that's the rub."

When it Paid to be Prepared.

¶ According to a writer in "Success" here is an argument that paid handsomely. "One of the buildings of Wooster University burned down one night. The next morning the youthful, boyish-looking president, Louis E. Holden, started to New York City to see Andrew Carnegie. The next day he called upon Mr. Carnegie. Without useless preliminaries he said, 'Mr. Carnegie, you are a busy man and so am I. I won't take up more than five minutes of your time. The main building of Wooster University burned down night before last, and I want you to give us $100,000.00 for a new one.' 'Young man,' replied the philanthropist, 'I don't believe in giving money to colleges.' 'But you believe in helping young men, don't you?' asked President Holden. 'I'm a young man, Mr. Carnegie, and I'm in an awful hole. I've gone into the business of manufacturing college graduates from the raw material and now the best part of my plant is burned down. You know how you would feel if one of your big steel mills were destroyed right in the busy

season.' 'Young man,' said Mr. Carnegie, 'Raise $100,000.00 in thirty days and I'll give you another.' 'Make it sixty days and I'll go you,' replied Professor Holden. 'Done,' said Mr. Carnegie. Professor Holden picked up his hat and started for the door. As he reached it, Mr. Carnegie called after him, 'Now, remember it's sixty days only.' 'All right, sir' said Professor Holden. Holden was already half way down the stairs. His call had consumed just four minutes The sum was raised within the specified time, and when handing over his check, Mr. Carnegie said, laughing, 'Young man, if your ever come to see me again, don't stay so long. Your call cost me just $25,000.00 a minute.' ''

Analyzing a Successful Selling Talk.

¶ First. You will notice that Professor Holden dispensed with all the preliminaries and began to talk business from the first sentence.

¶ Second. I want you to notice Mr. Carnegie's objection and Professor Holden's answer. Holden's sentence reply to Carnegie's sentence objection won the $100,000.00. Don't you think Holden could well have spent five years of his life in special study in order to win the $100,000.00? Suppose Professor Holden had tried to answer Carnegie's objection, that he did not believe in giving money to colleges. If he had he would have begun with a tiresome defense of the value of a college education. But he didn't. He knew human nature particularly, and Carnegie's nature especially, too well to make such a blunder. He knew that Carnegie's system of making such young men as Schwab and Corey his business partners was the wonder and admiration of the business world. He well

knew that Carnegie wasn't much interested in colleges but that he was immensely interested in young men and had a tender spot in his heart for them. Holden touched this tender spot. How did he do it so spontaneously? *He was prepared.*

¶ He had *studied* his proposition in advance. You see Prof. Holden used the language that the great Iron Master was familiar with. He met him on his own ground. He did not use a single logical argument. He knew Carnegie had money to give, and that he would get it if he made the proper appeal. He made the emotional appeal and it did the business. He won this money not because of his ability as a student of Latin, Greek or Mathematics, but because of his ability as a salesman. Doesn't it pay to prepare in order to win the big prizes? Notice that Holden immediately took Carnegie's mind away from the subject of helping colleges, as he was prejudiced on that subject, and directed his thought to a subject that Carnegie liked. That was the subject of young men. Notice further that Holden not only did that, but he did something else of strategic importance. He answered the objection by asking a question. He used our interrogative method. That immediately placed Carnegie on the defensive. That sentence answer crystallized what might have been an hour's argument.

Honesty the Only Road to Success.

¶ The Mental Law of Sale would not be complete were I to finish this lesson without discussing honesty, as it relates to truth and falsehood. Some good and otherwise well-meaning people seem to think that a man's ability to sell goods successfully depends upon his ability to lie successfully. A prominent

woman once told me that her son was a poor automobile salesman because he was too conscientious, he wouldn't lie sufficiently to be successful. This idea is so absurd that it is preposterous. Nevertheless some people and some light-weight salesmen are possessed with it. The best thing that can possibly be said about a proposition is to tell the truth about it, and tell it so clearly that it can be understood. The man who lies, can not do this because he hasn't the ability. He tries, therefore, to substitute falsehood for lack of knowledge, and just as soon as he does this his prospective customer realizes it and loses confidence in him. A salesman cannot lie and get away with it. The man who tries it writes falsehood, insincerity and dishonesty in every line of his face. Every man who sees him may read it. *The greatest compliment a man can pay to the proposition he is handling, is to tell the truth about it and tell it well.* If the proposition will not justify it, you cannot afford to sacrifice your manhood in trying to sell it. No man will handle a poor proposition unless he values his manhood less than his profit.

¶ There never was greater demand than there is to-day for men who are absolutely honest and whose word can be relied upon. There are not enough of these men in the business world to-day. The great need is for salesmen who know how to analyze and organize the truth in relation to a proposition, and drive this truth home to the minds and hearts of men in such a way as to produce conviction. When a salesman leaves the truth and begins to base his talk on falsehood, his statements are fanciful, foolish, illogical and nonsensical. The one who hears them knows they are false. He also knows that the tone of the salesman

is false. When a salesman disregards his brains and the brains of his listener, which he does when he tries to win by lying, he is on the road to failure.

Suggestive Questions and Exercises

1. *What can you say about having a definite object in mind?*

2. *Why do people turn you down when they are ignorant of your proposition?*

3. *What is the difference between an expense and an investment?*

5. *Why did President Holden close the sale in so few words?*

6. *Write an essay of one hundred words on the bad effects of lying in order to close a deal.*

LESSON IX.

Suggestion in Salesmanship

THE word suggestion means very little to the average man, and yet suggestion exercises a marvelous power in politics, religion, medicine, business, salesmanship and advertising.

¶ In order to thoroughly understand it, it will be necessary to define it and analyze it in such a way as to clearly understand its action upon the mind. The following definitions by two of our great psychologists will help us. "By suggestion is meant nothing more than the intrusion of an idea into the mind with such skill and power that it dominates and for the moment disarms or excludes all other ideas which might prevent its realization." Let us remember that the tendency of every suggestion is to result in action which is in harmony with the suggestion.

¶ The following definition of suggestion is even stronger. "A suggestion is a statement made by one intelligent being to another presumably intelligent being. Of all the laws of the human soul, the law of suggestion is the most important." In order that we may thoroughly understand this power we must first understand its relation to the dual mind. The law is stated as follows, according to Hudson:

¶ 1. "Man is endowed with a dual mind, objective and subjective."

¶2. "The subjective mind controls the functions, sensations and conditions of the body."

¶3. "The subjective mind is amenable to control by suggestion."

¶In order that we may get a clearer idea of suggestion and its action upon the mind, I shall here at the beginning devote a little time to an analysis of the mind. I can then make the practical application clearer.

¶The objective mind is our every day reasoning mind which takes notice of things by means of the five senses. The objective mind is the seat of judgment and reason. The objective mind reasons by all methods, inductive and deductive, analytic and synthetic. The subjective mind can reason only by deduction. The subjective mind never classifies a series of known facts, and reasons from them up to general principles; but given a principle to start with, it will reason deductively from that down to all legitimate inferences with a marvelous cogency and power. It is the seat of the emotions, and the storehouse of memory. It performs its highest functions when the objective senses are in abeyance. It also has the power to read the thoughts of others, even to the minutest details. Notice also that the subjective mind is dependent for information upon the objective mind, "on all subjects of human knowledge not governed by fixed laws."

¶Another important peculiarity of the subjective mind is that it is incapable of controversial argument. This is an extremely valuable law for the salesman to keep in mind. Let us remember that we cannot antagonize and influence at the same time. For this reason a good salesman will, under no circumstances, controvert what his prospective customer says, or argue with him in any way. If he wishes his prospect to see

the situation as he sees it, he will call his attention to a new phase of the subject and ask him if he will not kindly look at the matter from that point of view. In fact the objection of a customer can be thoroughly neutralized and overthrown by the subtle law of suggestion.

¶ Suggestion continually repeated finally results in action, because every idea that enters the mind has an immediate tendency to result in action unless eliminated by a competing idea. Psychologically the secret of influencing a mind is to continually keep your idea before people. Advertisers and manufacturers who have advertised extensively have made a fortune out of the use of this idea. The salesman uses exactly the same method. He knows how to adroitly and skillfully make such suggestions that he finally clinches the order.

¶ A suggestion has a powerful effect when used interrogatively. This method is not only used to induce a customer to commit himself affirmatively, but to keep him interested and thinking as well. After a customer commits himself a few times, the suggestion has a chance to work and it does induce action. Here are some interrogative questions which carry a strong suggestion: It is no wonder so many people are interested in this line of goods, is it? If there wasn't a single special feature but this one right here, this one idea would be worth the price, wouldn't it? I guess you feel like thousands of people, that it is an opportunity to get hold of an article like this, don't you?

¶ There are four kinds of suggestions, positive and negative, direct and indirect. The positive suggestion says, This hat will give you excellent satisfaction, the negative suggestion says, You wouldn't

want this kind of a hat would you? The positive suggestion says, You can get two collars for a quarter and save a nickel; the negative suggestion accepts the fifteen cents for one collar and says, That's all, is it?

¶ The direct suggestion is a positive suggestion made by one man to another. The indirect suggestion is a suggestion made by a third party. For instance: I ask my friend Jones how he likes a certain magazine. Jones tells me it is fine, that he couldn't get along without it. That suggestion coming to me from Jones is ten times as effective as if coming from the man whose business it is to sell the magazine.

¶ I will contrast the results of the positive and negative suggestion. I will show you how sales are made by using the positive method and how they are lost by using the negative method.

¶ I was in a grocery store one day and the clerk said to his customer, "You wouldn't want any oranges, would you?" She said, "No." Didn't he tell her she didn't want any? When the human mind is in a state of indifference, it can always be counted upon to act negatively in response to a negative suggestion. Every negative suggestion is an apology, and yet nine-tenths of the salesmen of this country use the negative because we have been educated that way. The man who is so ashamed of his proposition that he makes his approach with an apology, is not making a sale, but killing it.

¶ A retail store in Des Moines has been very successful selling oranges by putting a beautifully decorated card in the window which said, "The Dr. says eat oranges, 29 cents a dozen." The suggestion which that statement made to my mind was this: If the doctor says, eat oranges, I better do it or I may get sick and have a doctor bill to pay.

¶ An artist came to my office once with a picture in his hand and said, "I don't suppose you want to buy a picture, do you?" I told him I didn't. He said, "I didn't suppose you did." I was in an implement store one day when a farmer came in. The dealer said to him, "You don't want to take a buggy out with you to-day, do you?" The farmer answered in the negative. Why shouldn't he? Isn't that the answer the dealer expected?

¶ I wanted to buy a black light-weight overcoat a few days ago and I called upon several of the clothing stores to see if they had what I wanted. In one store the clerk said, "We haven't what you want in black. You wouldn't want a grey oxford, would you?" I took his word for it and said, "No." I then called on Nicoll the Tailor and discovered that he understood the difference between positive and negative suggestion. I didn't tell him I wanted a coat, mind you. I told him I was just looking, and that was the truth. After satisfying me with the goods he said, "Do you want a velvet collar or a collar made of the same material as the coat?" A pair of positives, notice, and I hadn't yet told him I wanted the coat. Then he said, "We will make you a collar of both kinds and you can have it changed when you desire it."—A positive clincher. Then he showed me styles and wanted to know whether I wanted it made loose or have it close fitting. He landed me with five positives and while I went in with the intention of not buying, he got some of my money before I got out. Positive suggestion did it.

¶ Let me illustrate a negative suggestion in another way. Suppose a young man decided to get married and suppose he edged his way up to his lady love and said, "Mary, you wouldn't want to get married,

would you?'' Do you think he would get her? Not unless she thought it was her last chance.

¶ I went into a store one day to buy a collar. I told the proprietor the size and style I wanted. Ignoring my statement that I wanted one collar, he opened the collar box and said, ''How many do you want—four?'' I said, ''How did it happen that you asked me if I wanted four collars when I said I only wanted one?'' He said, ''Well, I thought maybe you could use them.'' Suggestion, you notice. I told him I would take two. He said, ''The next time I will ask you to take eight.''

¶ I went into another store one time to buy a collar. The clerk said, ''Something?'' I told him I wanted a collar. Now, why didn't that clerk take it for granted that I was there for something and ask me a positive question instead of a negative one? If that clerk woke up at three in the morning and found someone going through his pockets, do you think he would raise up on his elbow and say, ''Something?'' No, he would know the man was in there for something. If the salesman was in the mental attitude of positive expectation, he would be more likely to ask the man what he could do for him than to offer a suggestion of indifference. Indifference is always negative and it is one of the most negative and demoralizing influences among the salespeople of this country to-day.

¶ But to go back to the collar. I handed him the fifteen cents and he said, ''That's all, is it?'' and I walked out. Instead of chloroforming my mind into inaction by saying ''that's all,'' suppose he had offered me two collars for a quarter and called my attention to ties, shirts, etc., some of which articles the average man is usually in need of. It is the business of the salesman to-day to do a lot of thinking for his cus-

tomer. If he doesn't, someone else whose mind is awake will get a lot of their business.

¶ A Des Moines clerk told me that a man came in one day to get a $1.50 shirt. The clerk showed him the shirt he asked for. He and his wife were both satisfied with the shirt and decided to take it. The clerk, however, wasn't quite satisfied. He decided to use suggestion. He brought down a $2.50 shirt and placed it by the side of the $1.50 shirt. The customer talked about the cheap shirt, the clerk talked about the higher priced one. Result: He sold the man two $2.50 shirts and the man liked them so well that he came back the next morning and bought another at the same price. That is suggestion that got results and gave greater satisfaction.

The Little Negative that Queers the Sale.

¶ Here is an illustration which shows the negative effect of suggestion. A farmer came to town to buy a self-binder. He looked at one binder and was so well satisfied that he was about to buy it. At this point the salesman, thinking he would make a hit and close the sale immediately, said, "I'll tell you, this binder has given us very little trouble."

¶ Now this farmer wasn't looking for a binder that was going to give him even a little trouble. He had troubles of his own. That one suggestion scared him away. He went out and bought a binder from a salesman who said, "This binder has given us excellent satisfaction."

¶ I once saw the advertisement of a top-buggy in a mail order catalogue. The price printed under the buggy was $39.00. Alongside the buggy in big letters was this statement: "Don't buy a cheap buggy." The

whole ad carried the idea of exceptional value. This ad sold a lot of buggies. It gave the impression of big value at a low price.

¶ Walter Dill Scott says: "Man has been called the reasoning animal, but he could, with greater truthfulness, be called the creature of suggestion. He is reasonable, but he is to a greater extent suggestible."

The Reactive Effect of Good or Bad Suggestion.

¶ The character of the salesman is affected by the use of good or bad suggestion. No matter whether the suggestion is good or bad, it is bound to react upon the character of the one who made it. It is impossible for one to suggest life-giving, invigorating, positive moral principles without being helped himself. It is impossible for one to think and talk and act in accordance with the great forces of life without being lifted up and inspired by his own message.

¶ Just as it is possible to influence the subjective mind of another by suggestion, so it is possible to influence our own subjective mind by auto-suggestion. All we have to do is to determine on a certain course, make up our mind that we will follow it, our subjective mind accepts the suggestion, and we carry out our determination. In order to gain results which are worthy we must think in harmony with the great principles of truth. Truth perpetuates itself by virtue of its own inherent vitality. Every truth is itself a part of an organized system which is co-extensive with the Universe of God. On the other hand, every falsehood, every error, every wrong idea is a prolific source of possible evil, "for no correct conclusion can be drawn from a false premise."

Exercises

Bring to class a list of positive and negative expressions which you have heard used.

LESSON X.

Will Power

Methods of Developing the Will.

WHENEVER you are inclined not to do a disagreeable task which you know should be done, do it at once for that reason. Whenever you dislike to go out after business, go immediately for that very reason.

¶ Do instantly any disagreeable task which should be done, because you know it is to your advantage to do it. Refuse at once to do any agreeable thing simply because it is agreeable, if it is injurious to yourself or business.

¶ Concentrate and use daily in making sales every requisite power you possess, you will then daily grow into a logical, scientific and successful salesman. Make a habit of sitting down and thinking deliberately and coolly prior to every important interview. Think the thing out in advance and then when you undertake it, do your level best.

¶ In the meantime burn deeply into your inner consciousness this resolution: *"I will, I am invincible; failure is an impossibility and not to be thought of."*

¶ Decision marks the strong man from the weak man. "Indecision is the paralysis of usefulness." Get what information you can get, or need to get, upon the subject and then decide, once for all, either yes or

no. Entirely too large a per cent. of the average man's life is wasted through continually putting off the moment of decision. Failure to decide promptly, and then execute immediately the thing they are convinced ought to be done, robs men of opportunity and time which would mean fortune. Vacillation will not do, you must decide one way or the other after the evidence is all in. Decision is the mark of strong men, men of courage. In making a decision, add up every point in favor of the proposition and every point against it, just as you would two rows of figures. Put them under two heads, affirmative and negative, just the same as a jury does in an important case. After you have the reasons all down, add up the two columns, and if the affirmative has one more point in its favor than the negative, you are mathematically compelled to make your decision accordingly. This is the method followed by Senator Elihu Root. Don't think for a minute that you can reconsider it, or that sentiment has anything to do with it. It has not, except with a weakling, and you, my reader, are no weakling, or you wouldn't be studying this lesson.

¶ There are a great many different types of will which are worth studying. We say one man is slow but sure. He is not afraid of drudgery. We might call his the slow but sure will. There are several other kinds of will which a salesman must understand and cultivate. Considering the types of will in salesmanship, the following list will give an idea of my meaning.

The Will Analyzed.

¶ *The slow but sure will;* developed by constant study, constant work, and attention to details.

¶ *The persistent will;* developed by aggressive thought and the habit of sticking to it—a determination to hang on and never let go.

¶ *The loyal-fidelity will;* developed by thinking, by devotion to another, and ceaseless effort to help him.

¶ *The courageous will;* developed by auto-suggestion of courage, confidence, and determined effort to succeed.

¶ *The alert will;* developed by wide-awake observation of details and people, concentration on future work, while not neglecting present work.

¶ *The tactful will;* developed by the thoughtful practice of adjusting one's self to others for their pleasure and one's own profit, as well as theirs.

¶ *The assent-compelling will;* developed by continually thinking what people are going to assent to in one's proposition.

¶ *The intuitional will;* developed by an unabated desire to be a business diplomat, being continually courteous, alert, desirous of adjusting one's self to circumstances, and always on the alert to develop intuitional ability.

Eliminate Your Weaknesses.

¶ Remember that the thing men know least about is their individual selves. Certain qualities may be developed and others eliminated. We suggest the following methods:

¶ 1. Correct your faults. It may hurt but it will pay.

¶ 2. Strengthen your weak places.

¶3. Banish fear, worry, blues, jealously, hatred, depression, etc. These are to you what salt is to iron. They corrode and kill both you and your business.

¶4. Cultivate and practice the habit of constructive optimism. Make yourself feel cheerful, courageous and happy.

¶5. Cultivate the habit of quick deliberation and prompt decision. (J. P. Morgan makes decisions amounting to millions in a few minutes.)

¶6. Cultivate the habit of persistence, by carefully attending to details.

¶Finally, make such a study of yourself and so adjust yourself to others that you will be well thought of. Remember that "two-thirds of your success lies in making people think you are all right."

Suggestive Written Exercises

Write one hundred words showing how you developed will power by doing what you should have done, but did not like to do.

Write a two-page letter to a prospective buyer of a sewing machine, who has written a letter of inquiry. Make your letter sell the machine. Develop your will power by going to the sewing machine office and getting the necessary information.

Lesson XI.

Human Nature

The Five Senses.

I HAVE never been told by any student that he or she has made a careful analytical study of the five senses, with the idea of increasing their business efficiency. We were taught in our youth that the five senses were seeing, hearing, smelling, taste and touch.

Educating the Eye.

¶ Emerson says we get nine-tenths of our education through our eyes. That being the case, we should devote a great deal of painstaking thought and attention to the eye, its use, and the best methods of observation.

¶ Some people have a large development of the observation qualities, others seem to have little aptitude along this line. This latter class should especially concentrate their thoughts upon remedying the deficiency. But this idea has never been called to the attention of most people.

¶ I confess I cannot remember ever having received any instruction along this line during all the years I spent in school. In fact a great many eyes are weaker when they finish school than when they enter.

¶ In listening to a sermon or a lecture, you should watch every gesture, every movement and every atti-

tude. You should especially note this in trained speakers. Learn a lesson from them. Most men can appreciate a lesson from them. Many can appreciate a successful effect of any kind, but they cannot give the reason why, as they cannot analyze it. Observe closely and look for the reason why.

¶ When you are selling a man you should study his face with a hawk-like intensity. In this way you will profit by every expression of interest. Take advantage of every favorable movement.

Study Faces and Remember Them.

¶ By observing an individual's dress and general appearance you can draw a pretty accurate conclusion as to his habit of thought. You can tell his temperament and quite correctly judge his inclinations. Study faces and try to remember them. Take a personal interest in people. Try to determine how old people are when you meet them. Try to determine their business or position in life.

¶ Too many people go through life without seeing any more than they have to. That is one of the main reasons they don't amount to more then they do. When an individual does not use his eyes it means that he does not use his brains. A young man came up behind me one day in a strange city and said: "Why how do you do, Mr. Knox?"

¶ I had only seen that young man a very few times, and that was over a year previous to this meeting. I asked him how he recognized me and he said he had a good eye for faces. He developed his qualities of observation.

¶ When you go down the street you should study the windows in the stores. When a window trimmer

trims a window, he has a special reason for so doing. Figure out his reason. A window trimmer desires to so trim his windows that the goods will sell themselves through an appeal to the eye. He has studied other peoples' eyes as well as his own or he would not know how to make this visual appeal.

¶ Why is it that a stock buyer is such a good judge of the weight of cattle and hogs? It is because he studies animals and estimates them with the idea of weight in mind. You notice that he *pays attention.* He concentrates his mind upon his subject and learns to estimate. We often hear the remark that So-and-so has very keen, alert eyes. *He has made them so. He has learned to observe.*

¶ It will pay you to study advertisements with the same idea in mind. Look at a new automobile. See how it has been made to appeal to the eye. Notice how a beautifully gowned woman appeals to the eye.

¶ When you go to the circus you will see about five trapeze performers in the same group. You will usually notice that three of them are men and two are women. You will notice that the men do all the difficult work; that the women are very fair to look upon, but that the performing they do amounts to little. They are up there to be seen and to fill space that would otherwise not look well. In the eyes of the onlooker they unconsciously accentuate the clever acrobatic effects of the other performers.

Learn to Please the Ear and Eye.

¶ Why do people spend years in studying oratory? *They do it to please the eye and the ear.* Did you ever stop to think of that? Beecher practiced

oratory for years. Why? In order to please people. Demosthenes stuttered. He knew that stuttering did not please people, so he went down to the beach, placed pebbles in his mouth and practiced until he overcame his difficulty. He did it to please people rather than to displease them. We must please people in order to succeed in life. It pays. How we look and how our samples look, will give pleasure or displeasure to the eye.

Keep Your Samples Clean.

¶ The salesman who does not keep his samples looking their best is going to lose business, and a lot of it. A self-respecting man will not buy from a sloppy salesman whose samples are not clean. By all means see that your appeal to the eye is as good as it can be made. When a man looks at you he sees a picture that is either pleasing or displeasing. If that picture has unpolished shoes, a dirty collar, and finger nails decorated with mourning, do you think it is good to look upon?

¶ I recently saw a man eating with his knife. That one act told my eye a definite story about that man.

Offending the Eye.

¶ A prominent concern wanted a first-class city salesman. They received a lot of applications. But one man's recommendations stood out so much stronger than all the rest that they sent for him. He was an able looking young man. The president of the concern took him to the club for dinner. He tucked his napkin around his neck when he ate. He finished his

dinner sooner than his prospective employer. As soon as he had finished he tilted his chair back and began to pick his teeth. Then he took out his knife and cleaned his finger nails.

¶ In spite of his fine qualifications as a salesman he was not hired, as this concern expected their salesmen to dine with many of their prominent customers, and they could not afford to be humiliated by such a representative. They hired an inferior man, but he finally became a member of the firm. If the first man had developed his qualities of observation he would have learned that he could not grossly offend the eye and not lose prestige. His one weakness cost him a great opportunity.

Do Not Antagonize the Ear.

¶ A voice that is harsh or that grates will not long be listened to even by a good prospective customer. In hiring a man, many concerns consider his personality first and his voice second. Many concerns will not hire a man unless he has a pleasant voice. The business world is keyed up to a high pitch. It will listen to a musical voice but never to a harsh one. Every salesman should therefore train his voice if he expects maximum pay.

Offensive Breath Hurts Business.

¶ You may not think the sense of smell has much to do with salesmanship, but it has. Many people will not do business with a barber whose breath smells of cigarettes or chewing tobacco. The same is true with a dentist. Many people will not buy from a salesman who has an offensive breath of any kind.

¶ Many men have such a breath but they do not realize the bad effect of it. A prominent doctor was sick almost unto death with pneumonia. Leading physicians called upon him. They came into his presence smoking, and it nearly stifled him. Up to this sickness he had been a constant user of tobacco; but he vowed never again would he be so unconsciously brutal as to offend a sick person with smoke.

Taste and Touch in Business.

¶ The matter of taste has very little to do with ordinary salesmanship, as very few goods are sold on the basis of taste. But one should develop the sense of touch. Some men become so expert through the sense of touch that they can determine any and every grade of goods by feeling them. You can usually determine a good deal about a man's character by shaking hands with him. The characterless man has a weak handshake.

¶ In the future, the man who *guesses* as to the use of the five senses will be left far behind the man who *knows*. Use your senses. They were given to you for that purpose.

Human Nature Instincts.

¶ The following list of human instincts and their action is taken from a prominent work on psychology by Prof. James R. Angell, head of the Department of Psychology, of Chicago University. These instincts are: *"Fear, anger, shyness, curiosity, affection, sexual love, jealousy and envy, rivalry, sociability, sympathy, modesty, play, imitation, constructiveness, secretiveness, and acquisitiveness."*

¶ "Curiosity is simply another name for interest. Curiosity is the racial instinct to which our sedate citizen is yielding.

¶ "Many persons feel an ineradicable impulse to conceal their plans, their actions and their character behind a screen of non-committal silence and reserve. But this is temperamental and may be felt in the absence of all explicit justification. Acquisitiveness is selfishness; the impulse to get and hold.

¶ "Rivalry is closely allied with emulation, and runs to excess in anger, hate, jealousy and envy. Its stimulus is found in the successful achievement of any one coming within our own social circle, by virtue of which we are likely to be relegated to inferior positions.

¶ "Envy is generally applied to our covetousness of the prosperity or possessions of others. This covetousness is often accompanied as in jealousy, by more or less malignity. Jealousy we commonly apply to a similar feeling toward persons who are our supposed rivals, whether actually successful or simply feared. Its characteristic expressions are similar to those of anger and hatred, but commonly occur in milder form.

¶ "Adult constructiveness is exercised under the stress of fear, pride, or similar emotions.

¶ "Impulse as a mental affair may be defined broadly as the consciousness of tendency to movement. The disposition to movement is instigated by some stimulus." We know that thought plus feeling equals action.

¶ "The first time one of the strong racial impulses is felt, the individual's consciousness contains little or no anticipation of what is about to occur. He is simply aware of an unusual thrill, a passing interest,

which comes to him disclosed in part by muscular movements,—half mechanical in their nature.

¶ "Instinct and emotion are both psycho-physical processes. The instinct refers primarily to physical phenomena, and the term emotion to psychological."

Leadership Based upon Knowledge of Human Nature.

¶ No matter how brainy a man may be, no matter how well educated he may be, he will be a failure as a leader of men unless he thoroughly understands these human instincts and how to so manipulate them as to induce action in his behalf.

¶ For a more complete study of Human Nature see volume two of the Science of Applied Salesmanship, published by the Knox School.

Suggestive Written Exercises

When you see a horse do you ever stop to think what breed it is or how much it might weigh?

When you pass a corn field in the summer do you estimate its yield?

When you read an advertisement do you wonder why it was so written?

When you look into a man's face can you tell why he is or is not a leader of men?

With these questions in mind ask your friends a lot of questions to determine whether or not they are good observers, then write an essay of one hundred and fifty words on the value of developing the qualities of observation.

Lesson XII.

Salesmanship, Advertising and Oratory

THE great trinity of rhetoric is clearness, force and elegance. They are stated in the order of their importance. Clearness appeals to the intellect. Force appeals to the emotions. Elegance appeals to the taste, it appeals to the aesthetic.

¶ Therefore, if an argument is clear, it appeals to the intellect, if it is forceful it appeals to the emotions, and if it is elegant, it may neither appeal vigorously to the intellect nor to the emotions.

Difference Between Force and Elegance.

¶ Billy Sunday is clear, forceful and inelegant, but marvelously effective. Of course he is out of the ordinary—unusual, but it takes the unusual to be most effective. That is due to the fact that folks are lazy. They must be shocked into action.

¶ The polished orator, William M. Evarts, was clear, fairly forceful, and elegant. But he was so elegant that his very elegance robbed his speech of its force and killed its effect upon the emotions, leaving it nothing but a dead rhetorical master-piece, devoid of the power to stir the human soul.

Failure Due to Lack of Force.

¶ Most advertising, most salesmanship and most oratory that fails to bring results, fails because it lacks

force. Your writer or speaker may tell a clear story. It may be elegantly written or delivered, but if it lacks force you may as well bid a fond farewell to the hope of results. To get results it must stir people and to do that it must be forceful.

Unusual Ideas Move People.

¶ Chas. W. Mears, the famous advertising man, says, "The public is both inherently selfish and inherently lazy. Too selfish to be interested in the merely ordinary or casual. Too lazy to take other than routine action unless the unusual action is forcefully urged. And in order to stir this selfish, lazy public into the buying mood, and into action, copy must of necessity shock or challenge the emotions."

The Emotions Must Be Challenged.

¶ Genung, an authority on writing, says: "Force must shock or challenge the emotions." He also says: "Genuine force in style cannot be manufactured; if the style has not serious conviction back of it, it becomes contorted; if it has not a vivifying emotion, it becomes turgid. Force is the quality of style most dependent upon character.

¶ "The writer's culture for force, therefore, is in its deepest analysis a culture of character. To think closely and seriously, to insist upon seeking fact or truth for one's self and not merely echo it as hearsay; to cherish true convictions, not mere fashions or expedients of thinking—these are the traits in the culture of character that make for forcible and virile expression."

The Unity of Public, Personal, and Written Speech.

¶ Arthur B. Freeman says: "Salesmanship is a form of advertising and public speaking; advertising is a form of salesmanship and public address; and public speaking is salesmanship as well as advertising. Each has its place in the business world. Each needs the other and it is only when two or more of these forces are working in conjunction that the most good may be expected."

Analysis of Speech.

¶ A speech can be analyzed under the following heads: Impressiveness, clearness, force, belief, action, elegance and entertainment.

¶ The object of most salesmen is simply to get the order—in other words, to get action. But the salesman who doesn't do more than simply get the order isn't the highest type of salesman.

¶ The man who makes the right kind of an impression as to the character of his house, who makes clear what the house stands for and is doing, who establishes belief in the house's reliability, and who is able to entertain the buyer and get him into the right mental attitude, is a hundred times more a salesman than the mere order taker or order filler.

¶ Prof. Phillips says, "The carefully prepared half-hour effort of many a preacher has been wasted, because the burden of his talk was *believe*, when what he really desired was *action*. Already they believed, but they did not do; and every phrase, sentence, paragraph—every argument should have been selected with special regard to its power to influence the will."

¶ The salesman very often talks his prospect into buying and then out again by trying to get him to believe in the article, when the man already understands it, and already believes in it, and is waiting to be told to act.

¶ The salesman and public speaker must make what he says come vividly into the life and experiences of the listener. The more vividly and closely the ideas touch the life, beliefs and experiences of the listener, the more effective they will be and the more likely will he be to gain his end. The more he theorizes and generalizes the less effective he will be.

¶ In order that you may be clear and reach the point of contact in the mind of your listener, show him how the unknown is like the known.

¶ In order that you may be impressive, compare the new feeling or emotion to the feeling or emotion he is already familiar with.

¶ To induce belief compare the new idea with the one he is already familar with. Do the best you can to get out of the listener's experience the thing that has impressed him most. Make your comparative plea upon the strength of that emotion.

¶ Oratory is the ability to influence and control thought and action. But no man will become highly efficient as a speaker who does not know the human emotions and the best methods of influencing them; who does not become a highly efficient mental manipulator.

Suggestive Written Exercises

John Brown has written a letter asking about the book entitled Salesmanship and Business Efficiency. Write him a letter giving him ten reasons why he should buy the book.

Write an essay of three hundred words giving your reasons why it is to the advantage of a business man to be able to make a good, clear, effective speech.

Before you write above essay ask advice of business men, lawyers, preachers, etc. Get into the habit of seeking information.

LESSON XIII.

Analyzing a Retail Business

THE following analytical outline will prove very helpful, especially to inside salesmen. This outline is based upon, and the illustrations drawn from a general clothing and furnishing store, but the same principles of analysis apply to any line of goods.

¶ I. The purpose of a retail store should be to sell goods to the customer to his satisfaction and to their mutual profit.

¶ II. The special aim of a clothing store is to give good service, dress the customer in the best style and give expert advice as to style, value, appropriateness, etc.

¶ III. The principle which must animate every salesperson in order to carry out this aim is a real desire to take a personal interest in the customer and give him the best service, together with kind and courteous treatment.

¶ IV. The salesperson is the trained representative of the store. His purpose is to assist the customer in choosing the goods that have been collected from different sources at different times and at variable costs and arranged for distribution to the customer at reasonable prices.

¶ V. Therefore, the relation of the salesperson to the customer should be that of an expert adviser,

in the same way that a physician is an expert adviser to his patient, and a lawyer an expert adviser to his client.

¶1. In order to sustain this relation the salesperson must develop a pleasing personality that will not only gain the customer's confidence and hold it to the end of the transaction, but such a personality as will induce the customer to return again.

¶Principle: No customer shall be permitted to leave the store without receiving expert attention to his needs.

¶2. Calling the buyer. The buyer or assistant buyer should be called, before permitting a customer to leave with his wants unsatisfied, in order to find out why his wants are not being satisfied and to make an immediate sale if it can be done to his entire satisfaction. A sale should not be made to a customer if the salesman knows it will disappoint rather than satisfy the purchaser.

¶Principle: The reasons that induce the buyer to invest in the goods are the very reasons that will convince the customer to purchase them, providing the counter salesperson is as good a salesman as the traveling salesman.

¶3. The salesperson shall understand the customer through a correct knowledge of human nature; through developing intuition; through a study of types and classes.

¶4. A salesman must have a thorough knowledge of the goods (see analysis, Lesson II) in order to be an expert adviser.

Reasons:

¶a. To have faith in his goods.

¶b. To have confidence in himself.

¶c. To assure his customer.

¶d. To arouse enthusiasm.

¶e. To show the customer the special features that give the article its style, durability and value.

¶f. To be prepared to answer any questions which the customer may ask.

¶g. To assist the buyer in his plans to satisfy future needs.

¶What to know.

¶a. Fit: An article must fit. This is a first essential. A salesperson should look farther ahead than the profit on that particular article or sale. He should aim to satisfy future needs as well as present. For this reason an article should not be sold to a customer unless it fits. Fit includes every portion and detail of a garment, as well as its general adaptability to a customer.

¶b. Style: Style is sometimes to be desired above quality, as upon that depends the effect. It should bring out the strong points of the wearer and aid in covering up the weak ones.

¶Study all the goods in stock in order to learn the difference. Then systematize these goods in your mind. Plan ahead and determine what types of customers can best wear each. Then find out by experience what your results are.

¶Study different kinds of wearing apparel. If a woman buys a waist be able to suggest to her what kind of neckwear would be appropriate and bring out the beauty of the waist. Thus you can sell more goods through power of sugggestion.

¶c. Finish: If there is anything about the finish of the article that enhances its value or adds to the style, call attention to it. Note the quality, gloss, special stitch-

es, or anything that adds to the quality—special finish, etc. (If the article is imperfect call the buyer's attention to it that it may be improved upon, or returned if necessary.) If sold cheap for this reason, give the reason. These things give the customer confidence.

¶d. Quality: If you can't find out from your employer what the goods are made of and something about the textile value of such goods, send to the factory for information.

¶e. Color and color combination: Should be studied with reference to harmony, age, size, eyes, hair, and complexion.

¶f. Fabric: Learn name, manufacturing process, and composition.

¶VI. Special points to be studied.

¶1. Commercial geography for the purpose of learning source and transportation of products either raw or in their different stages.

¶2. Habitation of plants and animals from which raw products are obtained.

¶a. Study producer and production to learn how products are obtained.

¶b. Study facts about manufacturing to learn how goods are prepared for use.

¶3. Commercial conditions and causes which enter into the making of prices.

¶4. The general principles of commercial law.

¶5. Store construction: (a) How to build, ventilate, light, decorate and make convenient; (b) system, cost, credits, collections, buying, and selling—study different stores: (c) management, how to hire, train, and manage employees.

Illustrative Principles.

¶ The principles or maxims that have enabled others to accumulate an immense fortune or build up a great business are worthy of consideration. We may close this lesson on the Principles of Retailing in no better way than by succinctly stating the principles that guided Baron Rothschild to success in Europe and the Butler Brothers in America. The maxims of Baron Rothschild were:

"Carefully examine every detail of your business."

"Be prompt in everything."

"Take time to consider, then decide quickly."

"Dare to go forward."

"Bear troubles patiently."

"Be brave in the struggle of life."

"Maintain your integrity as a sacred thing."

"Never tell business lies."

"Make no useless acquaintances."

"Never try to appear something more than you are."

"Pay your debts promptly."

"Shun strong liquors."

"Employ your time well."

"Do not reckon upon chance."

"Be polite to everybody.

"Never be discouraged."

"Then work hard and you will be certain to succeed."

¶ The principles laid down as "The Butler Way" are:

"Handle many lines."

"Make every dollar of your capital turn as frequently as possible."

"Seek the trade of all classes of buyers."

"Buy in small lots and often."

"Buy, through man or catalogue, by value and not by favor."

"Discount your bills."

"Give good values in worthy goods."

"Offer bargains and make them, always, actual bargains."

"Cheerfully exchange goods, or refund money paid whenever a customer is dissatisfied with a purchase."

"Get rid of stickers by cutting their prices until they do sell."

"Maintain your stock in a clean and orderly condition."

"Treat your clerks in a way to insure their interest in your welfare."

"Create and jealously guard a reputation for absolute squareness in all your dealings."

"Advertise by printer's ink, special sales, show windows, and every other legitimate means."

"Recognize no dull season as a necessity, but push for trade all the time."

Suggestive Exercise

Visit various stores, make purchases, or look at goods, then write article showing weakness of retail salesmen.

LESSON XIV.

National Cash Register Selling Methods

A National Cash Register Approach.

HERE is an approach I have used with success in selling National Cash Registers: "Mr. Blank, my name is Knox. I represent the National Cash Register Company, (wait a couple of seconds) and I want to show you how a modern National Cash Register will increase your profits, stop losses in your store, and increase your business."

¶ In that short opening statement, I appeal to his pocket book and his curiosity. Both are quite necessary. He is interested in knowing how any machine will increase his profits. Furthermore, he knows he has some losses in his store. He would like well enough to see them stopped. So far so good. The two appeals are addressed to his self-interest and he understands them. But when I tell him I want to show him how to increase his business, he is immediately curious and will most likely say, "Well, I can see where you might increase my profits and stop losses in my store, but what I can't see is how you can increase my sales." This is just what I want him to say. If I can get a man so interested as a result of my first statement that he is asking me for information, it is proof that I have so aroused certain emo-

tions in his brain, that I have in reality created a mental sensation favorable to my proposition.

¶ When a merchant asked me how the thing could be done, I would immediately tell him that I could not very well explain it to him without showing him the Register, and inasmuch as I had the Register set up in the sample room, I would ask him to come over with me then, or come just as soon as he could. In case he did not go with me, then I would make a definite appointment with him, and call at his store at that particular hour so as to remind him in case he had forgotten. You can't depend upon people to keep their appointments. You must keep after them. They forget.

¶ I am going to give you two or three practical illustrations at this point, where I made sales as a result of an approach that made the proper appeal, and let me say also that if your approach is not a good one, the chance of making a sale is lost for the time being, at least, providing you are turned down. In making the sale there are seven distinct steps, as you have already learned. You must make the approach, get the attention, arouse interest, produce conviction, produce resolve, create desire, and force decision, which is closing the order.

¶ Your selling and closing arguments may be brilliant. It may be impossible for a prospective purchaser to get around them. But of what value are they to you if you are turned down before you get a hearing, a chance to use them? My definition for approach, therefore, is this: *The ability to create an immediate favorable sensation in your Prospective Purchaser's mind.*

¶ I had apparently made a successful approach to a merchant in New York City, and made an appoint-

ment with him to meet me at the National Cash Register office at the corner of Broadway and 28th street, at 3 o'clock in the afternoon. Inasmuch as I did not want to take chances on his not coming, I called at his store just before three. He was out, but came in shortly. When he saw me he frowned and said he hadn't time to go with me, as he was very busy, and had decided he didn't want a Register anyway.

¶I came back at him this way: "Mr. Jones, I made an appointment with you at 3 p. m. at the National Cash Register office. But that was not all. I arranged with our greatest systems expert, a man whom I believe to be one of the greatest systems experts in the world, to give you half an hour of his time, in order to study your system and help you in any way he can. Now, then, if you do not keep your appointment, and our Mr. Blank loses his valuable time that he has kindly reserved for you, just see where it will place me. In fact, he will be likely to lose confidence in me. For my sake, under the circumstances, as well as your own, I want you to come. The elevated will be at the corner in half a minute, and if we hurry we can catch it." I said, "Come on," and reached toward him as if to catch him by the arm, and started for the door. The suggestion was potent. When we got outside I wanted to keep his mind busy, and I was anxious to catch the first car, so I said, "Let us run." We ran, caught the car and before we got to the demonstrating room I had sold him a $500 Register, from my catalogue. I showed him the Register in the office. He signed the contract and gave me his check and I turned him over to our systems expert. You see I did not antagonize him. I did the reverse. My statement was such that it shamed him just a bit.

¶ Here is another: I stepped into a store, introduced myself to the proprietor, a fine old gentleman of about sixty or sixty-five. He smiled when I told him my business and said: "You are just wasting your time on me. Every National Cash Register man in this territory has tried his best to sell me for twenty years, but they have all failed. I know it is a good thing and I may take a notion to buy one some time, but I am not interested now." It was Christmas week, and I came back at him like this: "For twenty long years you have been thinking about buying a National Cash Register, but you have not done what you know in your heart you should have done. You have paid the price of a Register, in losses, and no doubt a good deal more, too, every year during those twenty years, and still you did not get what you paid for. When I pay for a thing I need, I propose to get it. This is the last week in the year. You are going to pay for another nice new Cash Register next year, whether you get it or not. If I were in your place, I wouldn't be buncoed out of getting it any longer. I would get it and start the New Year right."

¶ I arranged with him to bring my sample into his store. I demonstrated it. He signed the order and kept it. The price was $300.00. Another case when a short, simple, but effective approach landed a good commission.

¶ Here is another one. A little town in Iowa decided to have another store. It was only blessed with one. I heard about it and went out.

¶ A Fire Insurance agent and I reached the store at the same time. He said he was in a hurry for he wanted to go out on the next train, which was due in an hour. I told him to go ahead. He insured the store and left. I approached the farmer who was start-

ing the store and he said: "No, the Register costs too much and I can't afford it." I said, "You have just insured your store for forty-six dollars and twenty-five cents a year. In ten years that will amount to over $460 and what chance do you think you have of burning out?" He said he did not know. "Well," I said, "according to Fire Insurance statistics you have just one chance in sixteen hundred of being burned out. Think of it! Only one chance in 1,600! And yet you are not willing to take that chance, and I think you are wise not to. But look here. You cannot expect to run a store without losing at least a quarter a day as a result of mistakes in change, and twenty-five cents a day more for forgotten charges, can you?" "No." "That is an absolute loss. You believe the Register will stop these losses and absolutely pay for itself in a short time. If you lose half a dollar a day, and there are 312 working days in a year, you lose $156.00 a year. In ten years your absolute loss is $1,560 at least, and yet what do I ask for my Register, which is an Insurance Policy against this loss of money? I do not ask $460 for ten years with only one-sixteenth of one per cent. chance of loss. All I ask is $425. At the end of ten years it will not only have saved you many times its cost, but it will then be worth half of what you paid for it, at least, or $212.50. Now then, I put it up to you as a good business man, can you afford to pay $460 Fire Insurance for ten years and get nothing for it, and not pay $425 for a system that your own good judgment tells you will pay for itself many times and insure your money against loss, not only for ten years, but for forty years? As a level-headed business man, you can't, under the circumstances, afford to turn my proposition down, can you?"

He said, "No, I can't. I'll take the Register," and he smiled when he said it.

¶ Now, then, what got me this order so easily? Simply my knowing the statistics in regard to Fire Insurance and applying that knowledge at the opportune time. You may ask why I should spend time getting such information. I say just for such an emergency as this. A man, to be largely successful to-day, must "know everything of something and something of everything."

¶ Every man with any intelligence at all who studies this approach, can figure out an approach applicable to his own particular line of business. This approach furnishes the model. It is no theory. It has been used with great success by the greatest selling organization in the world.

Selling Methods.

¶ The following are the selling methods, selling arguments, selling points and closing arguments that have made the National Cash Register Company the greatest and most successful selling organization in the world, the envy of competitors and the marvel of the rest of the selling world:

¶ "*Self-Respect.*—This element should stiffen the backbone of every salesman. Never forget that your business puts you on a level with any merchant and that you are (or should be) doing good to everybody you sell. You are asking no favors, you have nothing to apologize for, and everything to be proud of. Servility will lose more sales than impudence, and is quite as detestable. Treat your prospective purchaser with the courtesy due an equal.

¶ "*Knowledge.*—This is the first step in salesmanship. You can never reach any of the others till your feet are first firmly planted on knowledge. The first rule for selling National Cash Registers is, know your Register. The second is, know your store. Learn absolutely everything to be known about the Register. Never stop studying it. Never be afraid you will learn too much. Never stop looking into its possibilities.

¶ "Know all that is possible to learn about the store when you want to sell a Register, before you approach the prospective purchaser. Then learn all that he will tell you before you proceed to attack him. Knowledge is power. It will put strength into your efforts and help you to place them where they will tell.

¶ "When the salesman has secured a hearing, he must make the most of his opportunity and put his case well. He must hear the prospective purchaser patiently, and answer his questions fully. If objections are raised, he must meet them.

¶ "*Industry.*—The habit of getting at it quickly and pegging away all day long, without stopping to swap yarns or talk politics, is the saving grace that makes millionaires and winners out of ordinary men. When added to talent, the combination gets pretty near to genius, and commands its reward. There is a whole cyclopedia of wisdom in the terse admonition, 'Follow the rules and plug.'

¶ "*System.*—Doing things in the way that is most economical of time, effort and money, multiplies a salesman's effectiveness many fold. It prevents much waste of energy. The Spanish fleet at Santiago had courage, weight and speed and threw metal enough to have sunk our whole navy; but our gunners had system.

¶ "*No need of genius.*—There is no secret or mystery about selling our Registers. It only requires hard work sensibly directed. Any man can sell them if he is in earnest, uses common sense and makes the most of his opportunities.

¶ "When the clock strikes three, each stroke is as full and complete as when it strikes twelve. When you undertake a small matter, give it the same good attention you would a larger matter.

¶ "*Why some salesmen fail.*—It is often difficult to analyze the personal qualities and methods which make one salesman successful and another a failure.

¶ 1. "A salesman may fail from lack of tact in introducing himself.

¶ 2. "He may fail if he is slovenly and careless in his dress and habits, because this leads other men to suspect that he is not prosperous and does not represent a first-class concern.

¶ 3. "He may fail because he does not answer the prospective purchaser's questions and objections intelligently, concisely and without too much detail.

¶ 4. "He may fail if he speaks indistinctly, or too rapidly, or if he lacks animation and earnestness.

¶ 5. "He may fail because he indulges in ungentlemanly, awkward expressions and gestures, or offends the prospective purchaser by undue familiarity.

¶ 6. "He may fail for lack of dignity.

¶ 7. "He may fail because he gives an indiscreet answer to the prospective purchaser's question.

¶ 8. "He may fail because he does not fully understand the Register himself, or cannot describe it in suitable language.

¶ 9. "He may fail for lack of knowledge of the prospective purchaser's business, and the way in which our Registers would help him.

¶10. "He may fail by neglecting to do or say one or more of a hundred different things in the right way. Also by doing or saying a thing at the wrong time, in the wrong way.

¶"*A satisfied user the best advertisement.*—Probably there is no other mistake which good salesmen make so much as the failure to get all the advantages out of a sale once made. Even good salesmen are apt to think when a contract is once signed that that is the end of the profit for them in that direction. As a matter of fact, there is no other assistance which a salesman can turn to his account which is so valuable as the good will of a satisfied customer. It is, if properly used, a perpetual standing advertisement right in the locality where he needs it most.

¶"We do not advise salesmen to introduce themselves by sending in a card, but prefer that they should depend wholly upon what they are able to say to secure a hearing. We strongly disapprove of all obscure introductions and all tricks, and believe that a man who has something worth saying, and is not ashamed of his business, can make known his errand in a bold straightforward manner.

¶"*Have a fixed idea.*—A salesman should adapt himself to his man, but at the same time he should have a fixed idea of what he has to say. He should be dignified and earnest.

¶"A merchant should never be approached the first time with a funny story or an attempt at wit. The first impression should be that the salesman sets a distinct value upon both his own time and the storekeeper's; that he has something of importance to say and does not intend to trifle about it.

¶"You must not proceed on the theory that storekeepers usually know what their own best interests

are. They don't. No man always does. The majority of men are going contrary to their best interests every day. They seem to be almost willfully blind to the things that would help them and make them better off.

¶ "*Gaining a hearing.*—The first point in approaching a prospective purchaser is to look like a gentleman, act like a man and make him listen to you.

¶ "Enough importance has not been attached to the value of proper approach. So many times we hear it said by an agent that he never knows what he is going to talk about when he enters a man's store until he meets the proprietor. We trust too much to catch-as-catch-can methods in approaching. You ought to have a point in view when you enter a store, so as to get to the point quickly. The first thing after the introduction is to impress the merchant as to just what you are there for.

¶ "*Getting at the proprietor.*—After making as thorough an investigation as possible, you should go directly to the proprietor, and say, 'Is this Mr. Johnson?' *Mention the name.* Don't say, 'Is this the proprietor?' If it should be a clerk, he will be flattered by being mistaken for the proprietor.

¶ "*Getting the attention.*—Do not attempt to talk to a man who is not listening, who is writing a letter or occupying himself in another way while you are talking. That's useless, and is a loss of self-respect and of his respect. If he cannot give you his attention, say to him, 'I see you are busy. If you can give me your attention for a few minutes I shall be pleased; but I don't want to interrupt you, if you cannot spare the time now. I will call again.'

¶ "Try to understand and feel thoroughly the distinction between confidence and familiarity. Never fail

in respect either to yourself or to the man with whom you are talking. Never be familiar with him. Never put your hand on his shoulder or on his arm, nor take hold of his coat. Such things are repugnant to a gentleman—and you should assume that he is one.

¶ "Never pound the desk or shake your finger at a prospective purchaser. Don't shout at him as if sound would take the place of sense. Don't advance toward him and talk so excitedly under his nose that he will back away from you for fear of being run over, *as if* you were a trolley car. One sales agent backed a prospective purchaser half way across the room in this way.

¶ "Don't compel a man to listen to you by loud or fast talking. Don't make him feel that he can't get a word in edge-ways and has to listen until you are out of breath. This is not the sort of compulsion that makes customers. But make him believe that you have something to say and will say it quickly.

¶ "Put yourself in his place from the very start. Make him feel, not that you are trying to force your business upon him, but that you want to discuss how his business may be benefited by you.

¶ "The instant a prospective purchaser shows a readiness to listen, give him your story in a nutshell. Don't make a long preamble. Don't waste a lot of words saying, 'If you will only listen to me I will tell you this,' or 'If you will free your mind of prejudice I will explain that,' or 'If you will only give me your attention for a few moments, I propose to tell you the other.' *Don't propose, but tell him.*

¶ "Convincing a man that he needs help is nine-tenths of the battle. If you were trying to sell a consumptive cure, there would be no use in telling how wonderfully effective it is to a man who doesn't be-

lieve he has consumption. Your first effort must be directed to pointing out the prospective purchaser's complaint. Unless he sees this, he isn't ready for the remedy.

Meeting Objections.

¶"*Objections and meeting them.*—'I can't afford to buy a Register as I have a good system already.'

¶" 'You can afford a thing that pays a good profit, can't you? If this Register is only an expense and doesn't pay you a profit, you don't want it. You can't afford to have any useless expense in your business. On the other hand, if it will be a profitable, money making investment, you want to look into it just as much as I want to have you do so.

¶" 'If I were trying to sell you a class of goods that you had never sold in your store, and showed you how one million merchants were making more money out of them than out of any other goods in their store, you wouldn't say, without looking at the goods, 'I can't afford them.' You would be glad to come up to the hotel to look at them and see what they were.

¶"If one million merchants have found this Register to be a money saving investment, there must be something in it worth investigating, and you can't afford as a business man to turn it down, without at least looking into it and deciding for yourself.'

¶"Prospective purchaser: 'My father made money before me.'

¶" 'True, but did he have the competition then that you have now? Were goods sold on such small margins? In these days of sharp competition, you must

be more up-to-date than your competitor or you fall behind in the race.'

¶ "Prospective purchaser: 'No, I can't go to-day; I am too busy.' 'That may be true. If so, I shall be pleased to make another appointment with you. But unless your work is unusually urgent and important, allow me to suggest that if I were selling you a line of merchandise which you could examine and purchase at once, and sell at a sure profit, then you would make arrangements to examine or purchase without delay. You would do so because you are here to make money, all you can legitimately, and you would feel you were doing yourself an injustice, especially if numerous merchants in your line were handling my line at a nice profit. You simply cannot afford to drop out of the procession and leave the field to your rivals.'

¶ " 'Nowadays, if you want to make more than a fair living, you have to be brighter than your neighbors. You have to be ready to accept new ideas and make the most of everything good that is offered to you. It is just as unreasonable to stick to the old ways simply because you are used to them, when new ways would bring you better results, as it is to climb ten flights of stairs when you might be carried up in an elevator, or to swim away from a life preserver when you are nearly exhausted, just to show that you are able to swim alone even if you do drown for it.'

¶ " 'I'll get along all right.' 'It isn't a matter of getting along. You ought to let your competitor get along. You ought to be ambitious to get ahead.' "

¶ Some men look at an idea to see how they can get along without it. Others look at it to see how they can apply it to their business. The latter are the ones who are preparing to enlarge their business.

Approach Don'ts.

¶"Don't disparage the prospective purchaser's opinion or methods. It is better to keep him on good terms with himself.

¶"Don't antagonize him. Approach him in a friendly, agreeable manner. Act as if you know you are going to get on with him all right.

¶"Don't take an argumentative attitude, but don't fail to have your arguments at hand in case of need. It is a trait of great men worth imitating to seem to be going along with the other fellow while you are really making him come your way.

¶"Don't assume to know more about his business than he himself does, for you cannot make him believe it.

¶"Don't tease him to go and see the Register. When a salesman begins to beg, it is evident that he has no more arguments to present.

¶"Don't flatter. Sincerity in business is as commendable as sincerity in religion.

¶"Don't put on a civil and formal politeness, which is not natural.

¶"Don't trust to persuasion alone to land your prospective purchaser. Convince him. Persuasion is the soft glove; conviction is the iron hand underneath. Let your manner be as conciliatory as possible, but put into your arguments a firm grip of conviction so that he cannot get away from you.

¶"Don't dodge a question or objection. Answer it fairly and squarely.

¶"Don't talk for the sake of talking. Say something.

¶"Don't talk all the time. Give the prospective purchaser a chance. When he opens his mouth to

make an objection, let him make it. It is better out and answered than sticking in his mind.

¶ "Don't forget that all men have certain common ideas which can be answered by the same argument.

¶ "Don't forget that every man has his own peculiarities which should be met in a different way.

¶ "You start the argument. Lead your prospective purchaser, then when he talks, get in your conviction.

¶ "Don't underestimate your difficulties. Don't overestimate them. Don't think you are up against an impossible proposition.

¶ "Don't be a quitter. Never say: 'This is too tough a proposition for me.' It is a mistake to say, 'It cannot be done.' The right thing to say is, 'This may be a hard nut to crack, but there is a way to do it. I'll keep at it with courage and patience and do it.'

¶ "Learn to size up your man, his peculiarities and moods. All men like honesty, politeness and earnestness. All men admire persistence. Most men want facts.

¶ "Nine times out of ten, you can bank on facts to fetch your man. Make them as clear as glass, strong and few. Don't bewilder a man with a mass of trifling facts. Tie to a few important points, drive them in and clinch them, but tell him what he needs to know. If a trifle will close him, it's no trifle.

¶ "A few men can be driven; the majority must be led. Look him in the eyes steadily and friendly. Learn to read the expression in a man's face which says, 'Almost persuaded,' and the other which says, 'Hang the fellow! I wish he were in Hades!' Act accordingly.

¶ "Some men like a little oratory or spice of humor, but that is dangerous ground. Beware of the

man who smiles and nods and never buys. Put your trust in earnestness, candor and facts.

¶ "Speak deliberately. If you see from a puzzled or doubtful look on his face that some point is not quite plain to him, stop and make it plain. Take time enough to stop and explain each point thoroughly. Whenever you make a statement that is open to question, be sure to get his assent to it before you proceed. If he will not assent to it exactly as you make it, modify it until he does. Get him to assent in some degree to every proposition you make, so that when you get to the general result he cannot go back and disagree with you. Don't do this, however, as if you were trying to corner him, but with a simple desire to reach a reasonable basis of argument.

¶ "You should be just as sincere about it as if you were a clergyman preaching the gospel. If you go at it in this sincere spirit, the prospective purchaser will feel the importance of what you say and it will carry its due weight.

¶ "It is a simple proposition that if a thing will save him money every day, the quicker he gets it the more it will save him, and the longer he delays getting it the more he will lose.

¶ "He should be impressed with the fact that a thing which pays for itself is never an expense; that not only can he always afford a thing which makes money for him, but he cannot afford to go without it a single day.

¶ "Prove one thing at a time. Don't try to prove several things at once. The average mind cannot think of several things at once. Prove one thing at a time and make the proof of that one thing so strong that no man can dodge it. If needs be, use fifty arguments and take all day to settle that one question;

but settle it so that your man will never open it again, even in his own mind.

¶ "Settle each point thoroughly. Don't fire your arguments along too fast; fire a good one into him and see if he feels it. Let it sink in. If it isn't enough, give him another—on the same question though. Don't change from one point to another and then back again. Stick to each point till you've made it; then when your man is convinced, drop it. If you hammer a nail after it is driven home, you only loosen it.

¶ "Try to get a man's mind completely satisfied and convinced of the logical truth of what you say. That is vastly better than merely getting him to say 'yes' to it when a doubt lingers in his mind. 'A man convinced against his will is of the same opinion still,' and he may countermand his order.

¶ "Weigh every word or phrase that may possibly influence a prospective purchaser. The value of words is in their truth or aptness. Have them ready, but never force them in where they don't belong. If their exact value is well fixed in your mind, you can safely trust the occasion to bring them out spontaneously. Then they will have double value. A word fitly spoken is a keen weapon.

Demonstration Don'ts.

"Don't mispronounce words.
"Don't talk too fast.
"Don't speak in a monotonous tone.
"Don't speak indistinctly.
"Don't pass from one thing to another.
"Don't emphasize too strongly.
"Don't fail to emphasize important points.
"Don't seem at a loss for something to say.

"Don't fail to hold prospective purchaser's interest while calling attention to good points.

"Don't repeat as from memory.

"Don't fail to improve the first opportunity to present the order.

"Don't refuse to break off in your demonstration and answer the prospective purchaser's questions.

"Don't fail to stop and get the prospective purchaser's assent to a statement that is open to question.

"Don't imagine, because the prospective purchaser listens in silence, that he agrees with you, or even understands all you say.

"Don't fail to draw out the prospective purchaser's objections.

"Don't present your arguments in a cut and dried style.

"Don't try to be magnetic or eloquent.

"Don't fill up your mind with words or phrases, but with ideas.

"Don't try to impress the prospective purchaser with what a fine talker you are.

"Don't fail at the critical moment, when the prospective purchaser is hesitating, to follow him up and land the decisive blow.

Closing Arguments.

¶"The whole art of salesmanship is summed up in the four words: 'Getting the order signed.' Your approach may be perfect, your demonstration clear and well made, but if you cannot put a climax upon the presentation of your case by bringing up unanswerable closing arguments, your efforts have been useless and your time lost.

¶ "The time has come for him to put his name to the order. If necessary, fill out two or three blanks before he arrives, if you are in doubt as to which Register he will buy. You are then prepared to present an order, ready for signature, with perhaps the change of but a few words.

¶ "Sometimes a prospective purchaser who seems almost persuaded appears to be suddenly overwhelmed by the price. That will stand up before his mind's eye to the exclusion of everything else. It is a good idea to put the question to such a man in a way something like this:

¶ " 'Mr. Blank, when you open your ledger to a certain account, you look at both sides of it. You strike a balance and if that balance is in your favor, that is all you care about. You don't look merely at the expense charged to any account and say, 'This is tremendous. I can't afford it.' You look to see whether that expense is bringing you in a profit. If it is doing that in a good measure every month, and every year, you are satisfied. While you do not want to spend a single dollar that is not going to bring back a dollar, you would just as soon spend a thousand dollars a minute if each thousand would bring you back a thousand dollars and more. It isn't a question of how much money you put out for anything. The real question is, what does it bring in over and above what you put out for it?

¶ " 'Two hundred dollars is a good deal of money, as you say; but if this Register is going to wipe out its own cost while you are paying for it, and then pay a continual profit in excess of the outlay, you are a gainer by the transaction. Look at this question just as you would at a ledger account—debit on one side,

credit on the other. You'll see that this isn't an expense at all, but an investment, and a paying one.

¶ " 'It is not what the Register costs that you should consider, but how much money it costs you each year to be without one.

¶ " 'Our company has spent thirty years—half a business lifetime, and more, perfecting this machine. This Register you see before you represents an outlay of a quarter of a million dollars. This one machine could not have been made without putting out that capital. It also represents all these years of hard work, costly experimenting, and the taking of all the business risks which a manufacturer of a new thing must take. Do not look at it as so much metal. What it will accomplish—that is the point; and that represents brains, labor, study, experience and commercial courage, all of which are expensive.

¶ " 'You ask too much money for that machine.' 'When you bought your insurance you did not buy the paper the policy was written on, but you bought the protection it was to give you.

Suggestive Written Exercise

When I was with the National Cash Register Company, their average salesman was making seven thousand dollars a year. Write an article indicating the qualifications which such a man must have.

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